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ANNUAL
REPORT ONTARIO
MINISTRY
INDUSTRY
AND TRADE

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ANNUAL REPORT

ONTARIO
MINISTRY
OF INDUSTRY
AND TRADE
1983-84



ANNUAL REPORT

ONTARIO
MINISTRY
OF INDUSTRY
AND TRADE
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CONTENTS

MINISTER'S LETTER	2
DEPUTY MINISTER'S LETTER	3
INTRODUCTION	4
ORGANIZATION CHART	6
TRADE DIVISION	9
International Trade and Investment Branch	10
Trade Policy and Analysis Branch	12
International Offices	13
Ontario International Corporation	14
INDUSTRY DIVISION	15
Small Business Branch	15
Domestic Offices Branch	16
Industrial Investment Branch	17
Innovation and Product Development Branch	18
Industrial Policy and Analysis Branch	20
TECHNOLOGY CENTRES	21
Ontario Centre for Microelectronics	21
Ontario Centres for Advanced Manufacturing	22
Ontario Centre for Automotive Parts Technology	22
Ontario Centre for Farm Machinery and Food Processing Technology	22
Ontario Centre for Resource Machinery Technology	23
Idea Corporation	23
INFORMATION AND SUPPORT SERVICES DIVISION	24
Finance and Systems Branch	24
Program Planning and Budgeting Group	24
Management Services Branch	25
Personnel Branch	25
Audit Services Branch	25
Promotion Services Branch	26
Communications Branch	26
STATEMENT OF EXPENDITURES	27
DOMESTIC & INTERNATIONAL OFFICES	28



TO HIS HONOUR
The Lieutenant-Governor
of the Province of Ontario

MAY IT PLEASE YOUR HONOUR:

It is my pleasure to present, for the information of Your Honour and the Legislative Assembly, the annual report of the Ministry of Industry and Trade for the fiscal year ending March 31, 1984.

We have worked hard to further the industrial and trade development of the province of Ontario, keeping in mind the importance of this development for job creation. We are intent on responding to the challenges of a new technological era by providing needed programs and services to the businesses and the people of this province.

We believe this report demonstrates the success of our efforts in 1983-84.

Respectfully submitted,

Frank S. Miller
Minister





The Honourable Frank S. Miller
Ontario Minister of Industry and Trade

Dear Mr. Minister:

I am pleased to submit the annual report of the Ministry of Industry and Trade for the fiscal year ending March 31, 1984.

During this period, we committed ourselves to stimulating industrial growth and improving Ontario's trade position. The ministry does this by offering a combination of financial assistance programs and advisory services, and by promoting Ontario abroad as a good investment location. In addition, the government's six technology centres, which have now completed their first full year of operation, assist in the application of new industrial technology.

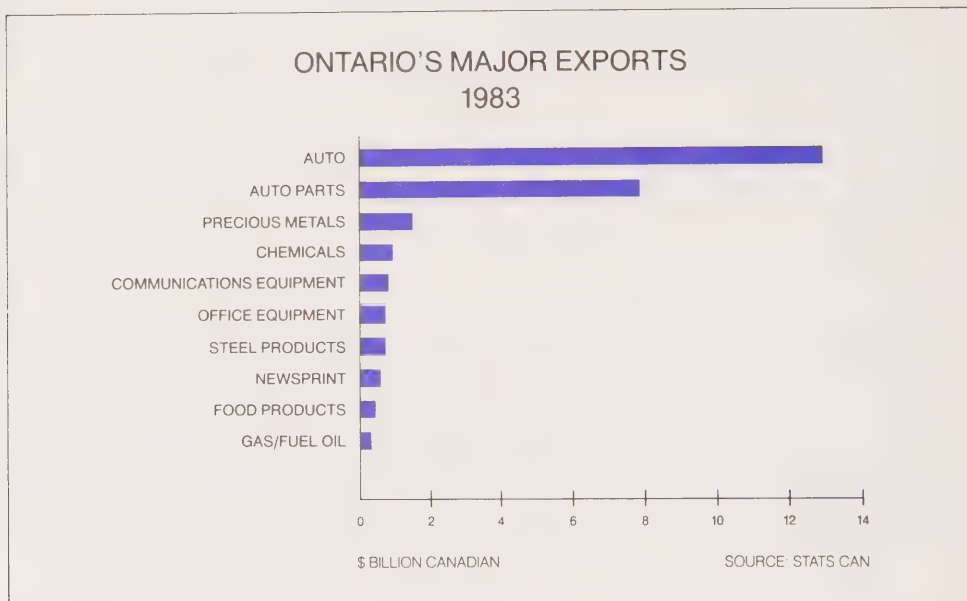
In general, our efforts are directed toward making Ontario more competitive in a growing world economy. I believe the annual report reflects this commitment, outlines our successes, and indicates our ongoing determination to strengthen the Ontario economy in the years ahead.

Respectfully submitted,

George S. MacDonell
Deputy Minister

INTRODUCTION

Ontario industry faces growing competition at home as well as abroad. Increasing our percentage share of both world exports and domestic markets calls for a high level of productivity at competitive costs. The Ministry of Industry and Trade is committed to helping Ontario industry address this challenge successfully.



Promoting competitiveness involves the ministry in diverse areas of activity. Staff are involved in helping businesses start-up, grow, diversify, develop new products, find new domestic and foreign markets, develop new technology and bring about technology transfer.

Both the established manufacturer and the new entrepreneur are the ministry's clients. Staff work with the business community to generate investment, which is one of the keys to expanding the province's competitive base.

Meeting our targets for an increased share of world trade or the domestic market requires investment through capital projects, technology transfer and entrepreneurial programs. Bringing about such investment is a prime concern of the Industry Division.

The small business consulting services and financial incentive programs played an important role in supporting and encouraging many new and existing small business ventures. The growth of these programs during 1983-84 was in response to the demands of the small business community. Assisting these entrepreneurs is a natural focus for this ministry since in recent years up to four-fifths of new job creation has been in the small business sector.

In 1982, trade became a separate division within the ministry, reflecting the government's recognition of the importance of trade to Ontario. The fact that the growth of exports has been a leading factor in Ontario's recent economic recovery is potent evidence of our reliance on trade.

In 1982 exports stood at \$36.8 billion. That year, a comprehensive five year plan was adopted which aims for an increase in Ontario's exports to \$60 billion by 1987.

During the year in review Ontario exports totalled \$41.7 billion, surpassing the ministry's goal for the year by \$0.6 billion.

Trade division staff analyze and forecast key world markets to identify trade trends and high growth sectors in key markets. The business community and ministry staff at headquarters and in the field then work together to sell in those markets which coincide with Ontario's manufacturing strengths.



The ministry will continue to emphasize those programs which introduce more Ontario business people to exporting, help current exporters penetrate new markets and capture for Ontario a greater share of existing markets.

The annual report reflects the structure and functions of the Ministry of Industry and Trade to March 31, 1984.

There were two main operating divisions, industry and trade, each headed by an assistant deputy minister reporting to the deputy minister. There was also a Technology Centres Unit, which co-ordinated the activities of the six technology centres and IDEA Corporation.

Reporting to the minister and serving the ministry's policy objectives are a number of corporate Crown agencies—the Ontario Development Corporation, Northern Ontario Development Corporation, Eastern Ontario Development Corporation, Ontario Research Foundation, Ontario International Corporation, the Metro Toronto Convention Centre, the IDEA Corporation, and the six technology centres.

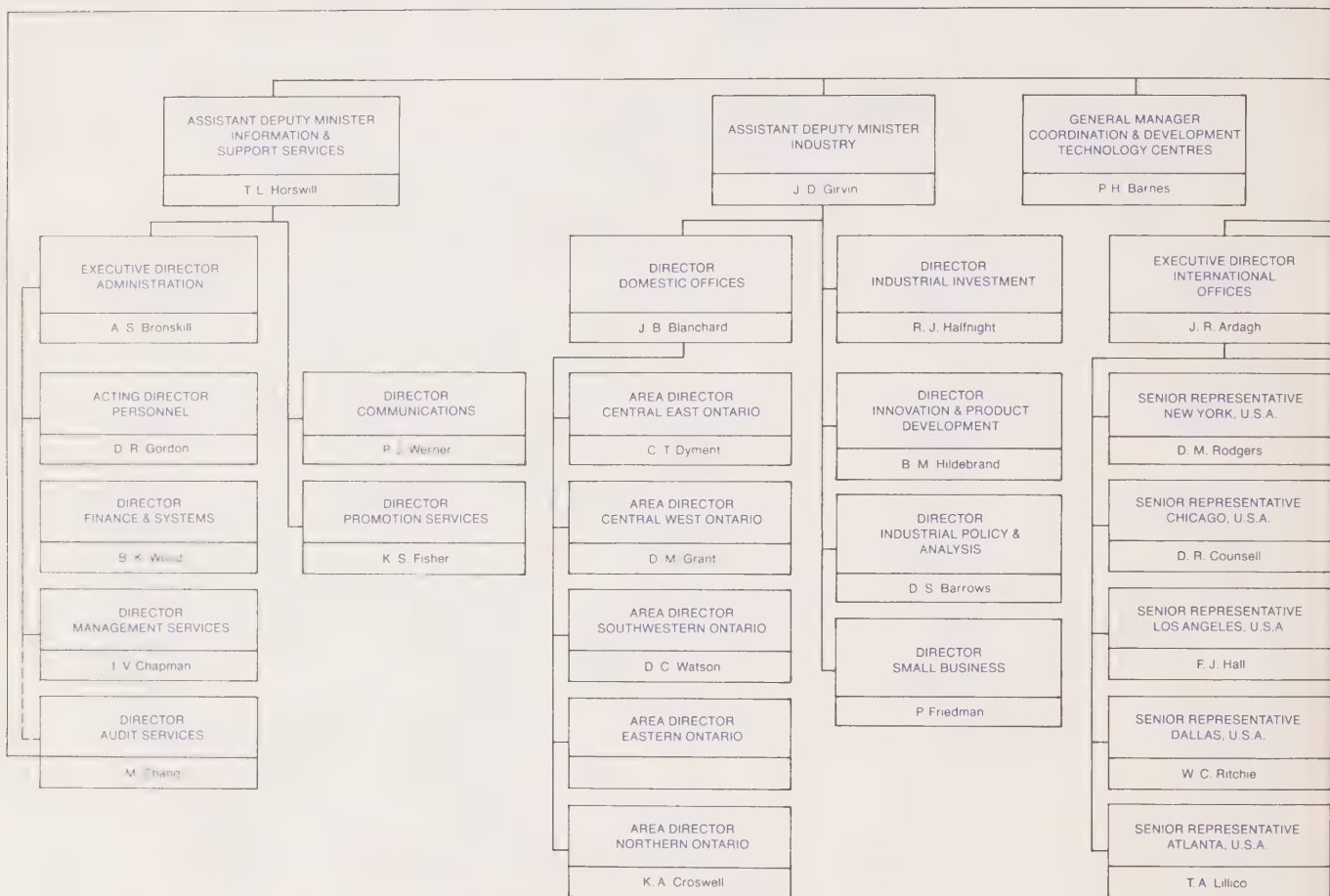
On April 1st, 1984, a number of changes took effect under a new plan for ministry realignment:

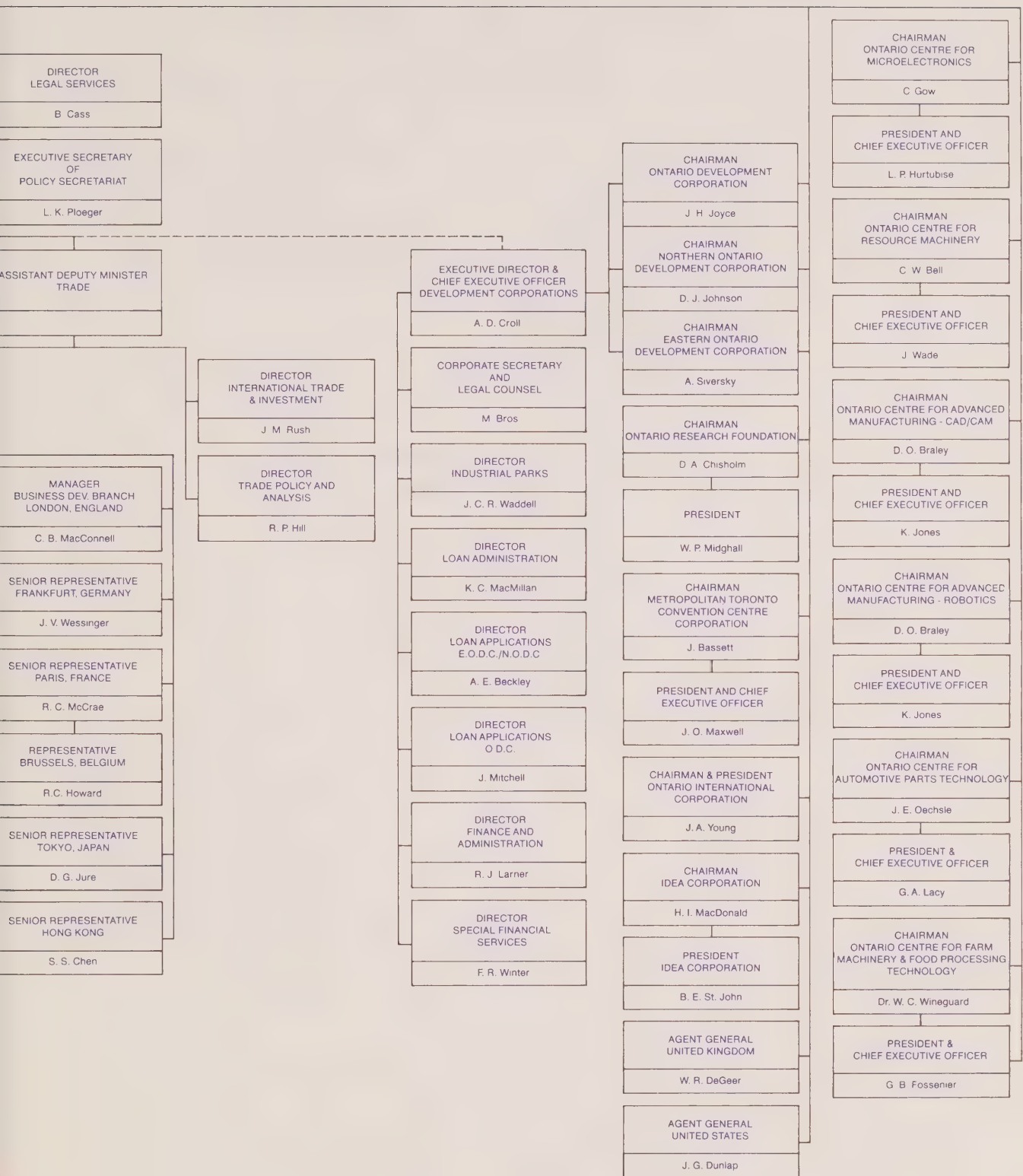
- a Planning and Priorities Secretariat will co-ordinate the development of long term plans, strategies and policies for the ministry.
- a new Innovation and Technology Division will combine the functions of the Technology Centres Co-ordinating Unit and some responsibilities of the former Innovation and Product Development Branch of the Industry Division.

A ministry organization chart, reflecting the organization as of March 31, 1984, and descriptions of the activities of each division during the year in review are found on the following pages. Corporate agencies submit separate annual reports to the Lieutenant-Governor-in-Council through the Ministry of Industry and Trade.

ORGANIZATION CHART

ONTARIO MINISTRY OF INDUSTRY AND TRADE





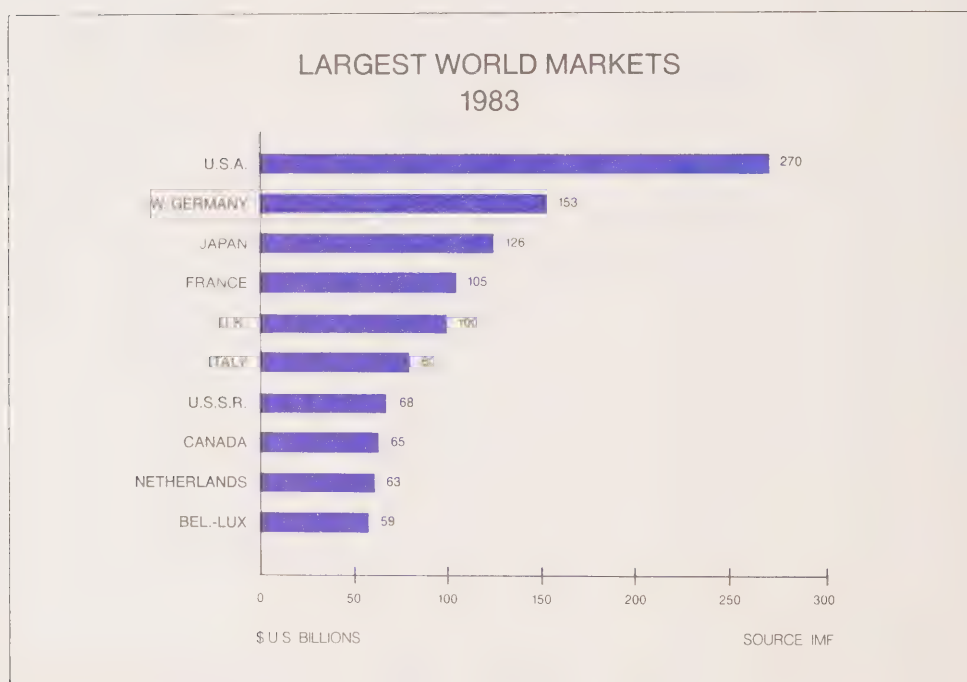
TRADE DIVISION

In 1982, when Ontario's Export Plan was launched, the ministry committed itself to a five year trade assistance effort aimed at raising provincial exports to \$60 billion by 1987.

The export plan goal for 1983, the first year of the implementation of the plan, was \$41.1 billion. This goal was surpassed, as the total figure reached \$41.7 billion.

Within that five year framework there is an annual planning process which sets specific goals for increasing Ontario's share of world markets, measures progress, identifies areas where corrective action is necessary and takes that action.

This annual planning process is based on thorough analyses of key world markets and high growth areas with a view to identifying those market niches where Ontario business could become suppliers through exporting.



Ontario's trade promotion assistance is designed to complement the programs offered by the federal government so as to maximize the effect of both. The focus of the division is on assisting in the export of manufactured products and professional services.

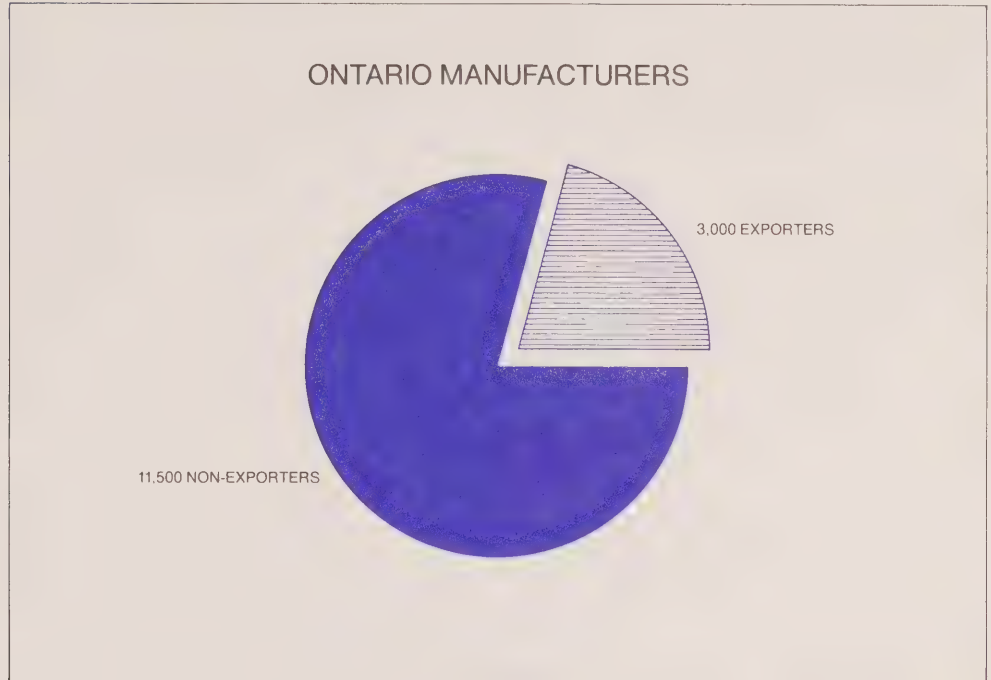
The Trade Division headquarters and international staff, working with the ministry's regional office field staff promote the sale abroad of Ontario products and services.

During the year in review, they achieved a total of \$259 million in assisted export sales. In addition, ministry staff provided advisory services and assisted with Ontario's participation in trade fairs and missions.

In fiscal 1983-84, the Trade Division was made up of the International Trade and Investment Branch; the Trade Policy and Analysis Branch; the International Offices Branch; and the Ontario International Corporation.

INTERNATIONAL TRADE AND INVESTMENT BRANCH

This branch, renamed the International Marketing Branch in April, 1984, is responsible for the planning and delivery of export assistance programs of the Trade Division. Clients include Ontario manufacturers and non-capital project related service industries which export or have the potential to export.



The branch provides a variety of services: counselling, export assistance to Ontario firms, trade missions to foreign markets, support of Ontario companies in international trade shows and support for the international offices.

In 1983-84 the branch led Ontario companies on 40 trade missions to 28 different locations around the world. The 299 firms that participated appointed 222 foreign agents. A further 38 groups with a total of 351 firms went to trade exhibitions in 21 foreign locations, and appointed 165 foreign sales agents.

The Export Consulting Section advises Ontario companies on how to export. Its objective is to increase the province's exporting base, since the vast majority of Ontario manufacturers have no foreign sales. Only 3,000, or 22 percent, of the 14,500 manufacturing firms in Ontario engage directly in exporting.

Skilled marketing professionals from the ministry consult on an individual basis with firms that have export potential, as well as with new and occasional exporters. Assistance includes market assessment, identifying sales opportunities and market access requirements. Consultants also provide information on product standards, trade policies, Canadian and international market priorities, government financing and incentives. In 1983-84 there were 1,740 such consultations.

There is close consultation with the ministry's Ontario offices to identify companies that could increase sales and employment through exporting. The section encourages industry sector associations or organizations to form consortia for group export marketing efforts. In addition, it is also involved in export education; in 1983-84, 51 export seminars and workshops were organized with the co-operation of the ministry's Small Business and Field Services Branch. A total of 2,245 business people attended.



World-bound: In 1983-84, Ontario exports reached \$41.7 billion.

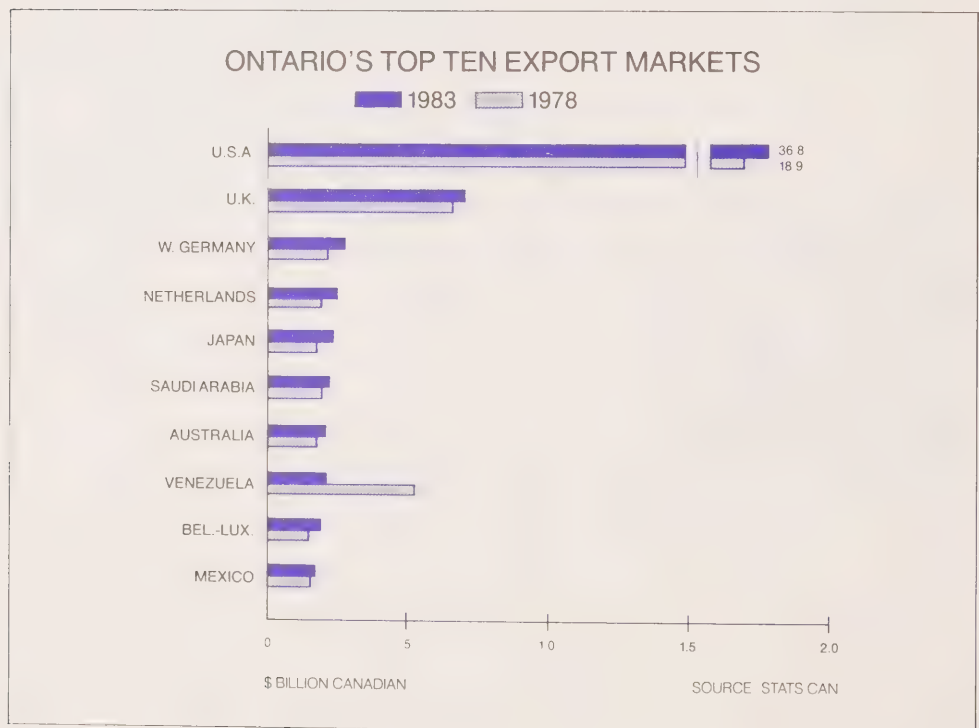
The Export Consulting Section administers the following programs. Through Trade Aids, the ministry pays up to 50 percent of the cost, to a maximum of \$5,000, for a company to produce literature for export markets. Assistance is available to small companies with annual sales of under \$1 million. In 1983-84, the branch dispensed \$412,630 to 104 firms.

This program was incorporated into the Export Success Fund on November 1, 1983.

The International Marketing Intern Program is funded by the Board of Industrial Leadership and Development. This program pays 50 percent of the salary, up to a maximum of \$15,000 a year, for two years, of marketing graduates hired by qualified Ontario firms. Interns must be involved in the company's export marketing and be given significant work experience in foreign markets. In 1983-84, 73 interns were employed at a cost to the program of \$834,000.

The U.S. section is primarily responsible for increasing Ontario exports to the United States, the province's largest market, accounting for over 88 percent of Ontario exports. The main focus is on manufactured products which represent over 95 percent of all Ontario exports to the United States. Marketing efforts, closely co-ordinated with the eight U.S. offices, continue in the growth areas of the southeast, southwest, west and the traditional markets of the east-north-central area. The latter accounts for more than four-fifths of Ontario exports to the U.S. Emphasis is on the electronics/hi-tech, aerospace/defence, consumer goods, building and construction equipment sectors.

Marketing consultants advise Ontario manufacturers on the best market opportunities for their products. To a great extent, the consultants match companies and products with market opportunities and endeavour to introduce firms to the U.S. market through a series of established programs.

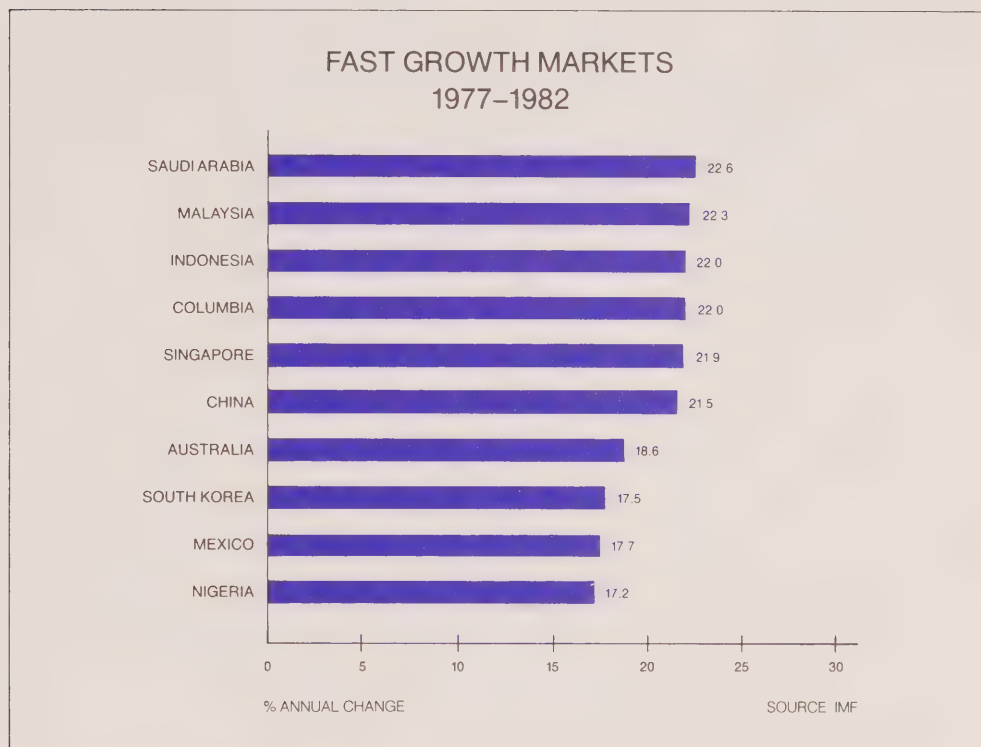


One of these is the Incoming Buyers Program, administered by both the U.S. and Overseas sections. This program, which covers return economy airfare, brings to Ontario qualified foreign business people

interested in purchasing Ontario-made products. While here, these buyers meet with Ontario manufacturers who can supply the desired products. In 1983-84, Ontario hosted 43 U.S. and 41 overseas buyers along with 17 overseas delegations.

In 1983-84, the U.S. Section was involved in 18 exhibitions and ran 19 sales missions. Export sales assisted for this area were \$33.9 million.

The Overseas Section supports trade development in offshore markets worldwide. There is a smaller client base of overseas exporters and potential overseas exporters, many of whom are already experienced exporters. In many overseas regions there is a need for liaison between governments and this is where the ministry becomes involved.



While the U.S. remains Ontario's largest export market and the European nations rank second, the greatest potential for trade expansion lies in high-growth markets in the developing world. The fastest growing regional export markets are those of the Middle East and the Pacific Rim.

In 1983-84, the Overseas Section was involved in 20 exhibitions and organized 21 missions. Export sales assisted for this area were \$69.1 million.

Along with the U.S. Section, it also administered the Incoming Buyers Program previously described.

The Export Success Fund Section started operations November 1, 1983, with a mandate to help increase Ontario exports by contributing to the front-end costs of export market development incurred by manufacturers and service firms.

The starting budget was \$908,000. By March 31, 1984, the approvals committee had committed all of the initial budget to 73 exporters and potential exporters. As well, \$1.78 million of the \$4 million available for fiscal year 1984-1985 had been committed to an additional 88 companies.

As of March 31, 1984, the fund had received 294 applications; 146 had been approved, 39 were rejected or withdrawn and 109 were under consideration.

Manufacturing companies are eligible for up to \$35,000 in matching-fund grants in any 12-month period and service companies, such as consulting engineering firms, are eligible for up to \$50,000 in matching-fund loans.

Manufacturers can receive assistance for market research, on-site market assessment, product modification and package design, as well as merchandising and promotion activities.

Service companies can receive assistance for pre-feasibility studies, proposal preparations and bid and performance bond premiums.

TRADE POLICY AND ANALYSIS BRANCH

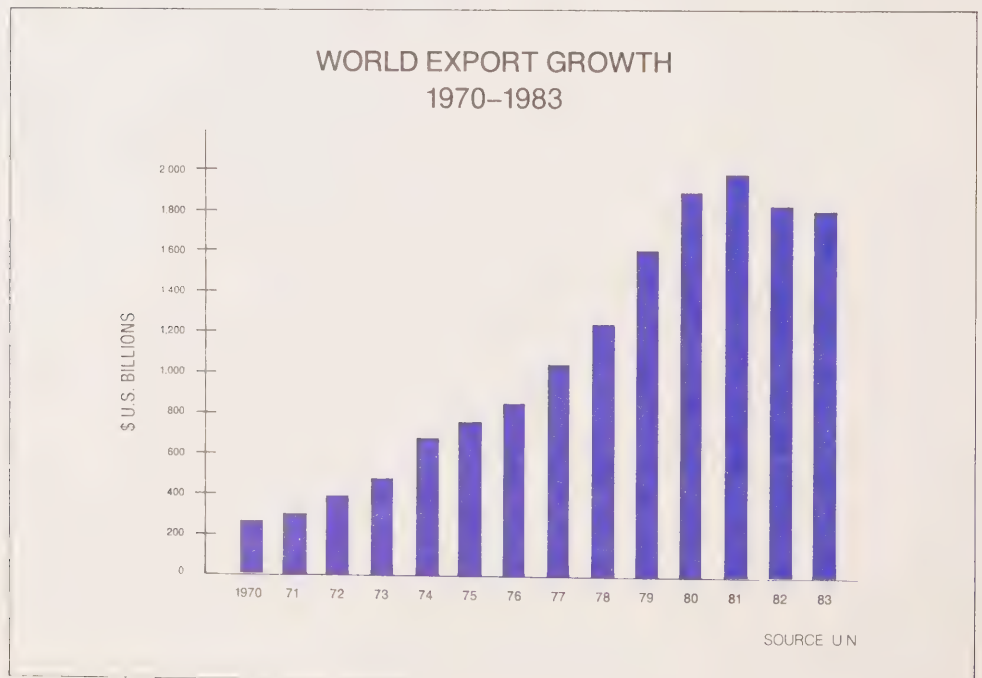
The Trade Policy and Analysis Branch supports the ministry's export promotion activities and encourages trade and international investment.

The trade policy staff develops policies and recommends actions to deal with challenges affecting the international performance of Ontario's manufacturing and service sectors. These challenges include non-tariff barriers which impede the access of provincial industries to markets abroad. Trade policy also monitors and, where necessary, seeks changes in federal trade policies and services so that they meet the needs of Ontario companies. The Federal Trade Policy Review released in August, 1983, reflected input from the branch as did the import policy measures announced in January, 1984.

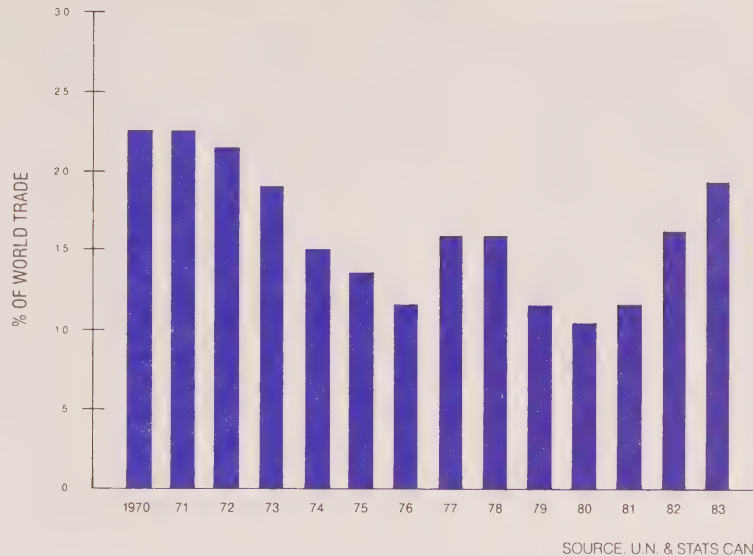
Research and analysis staff provides up-to-date market research information and studies the province's international trade performance.

As a result of the federal government proposal to launch sectoral negotiations to expand trade with the U.S., efforts were made to assess the reaction of domestic industry and the effect of such a policy on the Ontario economy. The branch also participated in development of the Ontario submission to the Royal Commission on the Economic Union and Development Prospects for Canada. In addition, the branch acted as the Secretariat to the Interprovincial Council of Deputy Ministers of Trade.

During the past fiscal year, profiles of 58 foreign countries were produced supplying useful information to Ontario exporters. A publication highlighting the main features of Ontario trade over the course of the preceding year was also issued.



ONTARIO'S SHARE OF WORLD EXPORTS 1970-1983



Studies were prepared on the ASEAN and Middle Eastern nations, since both regions represent a growing opportunity for strengthening Ontario's international commercial ties.

During the year, the branch continued to promote global product mandating.

The Trade Planning Group was formed within the Trade Policy and Analysis Branch in April, 1983, and charged with the responsibility to develop a planning system and trade information base. This resulted in a consolidated division business plan for fiscal 1984/85, within the framework of the five-year trade plan.

The planning process required all branches to develop annual plans outlining objectives, strategies and activities to accomplish the goals of the second year of the trade plan. This was achieved by year end. In November, 1983, the planning section became part of the trade administration group.

INTERNATIONAL OFFICES

The ministry has 14 international offices on three continents. Eight offices are located in the United States, four in Europe and two in Asia. Each international office works closely with ministry staff in Toronto as well as the ministry field offices throughout the province. In this way businesses and communities in Ontario can be directly and quickly alerted to business opportunities throughout the world.

The international offices support the ministry's two important functions in serving Ontario industry: they assist and encourage the growth of Ontario exports and encourage investment that will create jobs in Ontario.

On behalf of existing and potential Ontario exporters, the international offices supply both foreign and domestic clients with market intelligence, assist in selecting agents or distributors, identify foreign buyers, and provide advice on trade and business practices and opportunities in their respective territories. The staff of the international offices are involved in organizing Ontario's participation in trade fairs and missions throughout the world.



On the spot: Ontario giftware manufacturers, new to exporting, took part in a ministry-sponsored trade show in London, England. The smiles tell the results.

Foreign buyers are assisted in coming to Ontario to meet dependable suppliers of goods and services for export.

The United States is Ontario's primary export market. In order to maintain and increase the province's penetration in this market, new offices were opened in Boston, Philadelphia and San Francisco. This brings the total number of United States offices to eight. The need for new offices in other world markets is under constant review.

Staff from the international offices also visit Ontario to encourage exporting. For example, staff from the U.S. offices contributed their expertise to a series of export forums held in four Ontario cities. The forums were organized by the domestic field offices and headquarters staff. As a result of the 366 interviews held at the seminars, 81 new manufacturers entered the export market.

The international offices promote the advantages of investing in Ontario and maintain Ontario's profile in foreign business communities. The offices are a prime point of contact for foreign investors considering investing in Ontario. Potential investors are informed of Ontario's strengths and opportunities and are encouraged to visit Ontario where the ministry staff provides further assistance.

Counselling is also provided to the many immigrant entrepreneurs interested in moving to Ontario to establish businesses. The offices in Frankfurt and Hong Kong were particularly active in this program.

Finally, the international offices assist and advise other Ontario government ministries and agencies.

ONTARIO INTERNATIONAL CORPORATION

The Ontario International Corporation (OIC) was established in 1980 as a non-profit crown agency, reporting to the Minister of Industry and Trade. It was created to help private and public sector clients gain access to a greater share of the international market for capital projects, which is calculated to be in the order of U.S. \$110 billion annually. Projects range from massive urban/rural development to small village water drilling.

OIC helps match the strengths and expertise found in Ontario's private sector companies and government ministries and agencies with opportunities in export markets. It also provides a government-to-government link where appropriate.

Near the end of the fiscal period 1983-84 a sunset review of the corporation was completed, parallel to a similar review of the Ontario Educational Services Corporation. The review process resulted in a merger of the two corporations under the Ontario International Corporation effective March 1, 1984, with a five-year mandate. The original function of OIC is now performed by the Capital Projects Division, under the direction of a vice-president who has joined the corporation from a private sector consulting firm. All education/training projects will be carried out by the Educational Services Division, also under the direction of a vice-president.

In the past year the Ontario International Corporation assisted clients in getting a number of contracts signed, achieving 171 percent of their target for the year. At the end of the year there were 152 active projects with a gross potential value of \$8.7 billion.

INDUSTRY DIVISION

Through advocacy and direct programming the division encourages and supports the growth of the private sector, with a view to creating new jobs and maintaining existing jobs. Helping Ontario companies to be internationally competitive is the focus of the Industry Division.

Small business development programs are in place to support the new entrepreneur and to help established small businesses become more competitive and grow.

Industry Division has taken a sectoral approach to promoting domestic market growth. To replace imports with Ontario-made goods, manufacturers are assisted in arranging joint venture and licensing agreements, developing new products and identifying new Canadian markets for current products. In turn, purchasers, particularly those from the public sector, receive assistance in locating Ontario sources for products they have been importing.

The field staff across the province are in day-to-day contact with the business people for whom the ministry's programs and services exist. Their knowledge and understanding of their client group is key to developing and delivering the programs required by Ontario business people.

At the beginning of the year the Industry Division had four branches: Small Business and Field Services, Industrial Investment, Innovation and Product Development, and Industrial Policy and Analysis. In mid-year, the ministry created separate branches to deal with small business and domestic offices (formerly field services). This was done to meet the special needs of small business and to strengthen public awareness of the ministry's domestic offices as a one-window stop for provincial and federal government services.

SMALL BUSINESS BRANCH

This branch stimulates the competitiveness and growth potential of small business through advisory services and financial incentive programs.

Through the Manufacturing Productivity Section financial incentives are available to small manufacturers and entrepreneurs to encourage new product development. Counselling services on productivity, profitability and developing effective marketing strategies are also offered.

The New Product Development Program provides financial assistance for technological assessment, building of prototypes, industrial design and producing effective promotional literature. During the 1983-84 fiscal year, 134 firms received grants totalling \$842,410 through this program.

Via the Productivity Improvement/Cost Reduction Program, industrial engineers give practical advice and assistance in facility planning, inventory control, product costing, production scheduling, methods improvement, financial controls, and awareness/implementation of the application of micro-computers to manufacturing control and planning. Some 501 small secondary manufacturers were assisted in 1983-84 in fields ranging from electronics to wood products.

During the fiscal year under review, marketing specialists in this section helped 319 small and medium-sized manufacturing companies develop viable marketing strategies and improve marketing skills.

On behalf of the Ministry of Energy this ministry delivered a series of energy conservation and demonstration programs to Ontario manufacturers.

Through the Energy Bus Program, mobile units visited industrial plants to assess energy use inefficiencies. A total of 166 plant visits were

made during 1983-84, and potential energy savings of \$5,563,378 were identified.

In October of 1983, the Small Business Energy Consultants Program was introduced. Consultants assisted 116 companies in evaluating energy conservation opportunities.

During its three years of operation the Industrial Energy Conservation and Oil Substitution Incentive Program, which ended last year, provided assistance in excess of \$8 million to 790 companies in order to increase their competitiveness.

The Small Business Development Section offers company management and financial planning consulting services to small businesses and entrepreneurs, and manages a number of programs.

Advice on financial accounting and control was provided to 76 companies, while 425 owner-managers were advised on small business management techniques.

The Computer Planning Model Program, introduced in 1978 to assist small and medium-sized manufacturers in financial planning, benefitted 141 companies in the year ended March 31, 1984.

The University Consulting Program enabled 12 Ontario universities to employ 225 business students to provide management and counselling services to 1,500 small businesses throughout the province.

Through the Sounding Boards Program, experienced executives acted as a part-time board of directors for eight small businesses in Sault Ste. Marie.

It is generally agreed that the first three years of a new enterprise are the most important. During this period, consulting assistance on a one-to-one basis is available through the Small Business Management Development Program. Every year, approximately 300 businesses take advantage of this service to strengthen their ability to grow.

Some 200,000 copies of the book *Starting a Small Business in Ontario* have been distributed since it was first introduced in 1978. This resource book is designed to help entrepreneurs evaluate their abilities as well as the viability of the proposed business.

A seminar series offered through local libraries and other local organizations covers topics such as entrepreneurship, business opportunities, management skills, legal organization, franchising, buying a business, financing, and marketing. In the past year over 100 sessions took place throughout Ontario with an estimated 5,000 participants.

This section also provided basic funding through BILD to two Community Development Corporations. These are autonomous organizations operating within a group of municipalities to develop human and capital resources. The two corporations, each with its own board of directors, cover the areas of Highway #7 (Eastern Ontario) and West Nipissing (Northeastern Ontario).



Scholarly aid: Business students from 12 Ontario universities provide advice to small businesses through the ministry's University Consulting Program.

DOMESTIC OFFICES BRANCH

The ministry has 18 local offices across the province to serve as the primary points of contact with industry. These offices act as advocates for the private sector and deliver the programs and services of the ministry and other government agencies.

As advocates, field staff explain and promote the economic development policies and priorities of the Ontario government to the private sector and to local municipalities. They also communicate the problems, opportunities and concerns of the Ontario business community to senior management in this ministry and to officials of other local, provincial and federal government agencies.

During the 1983-84 fiscal year, the Domestic Offices Branch held 22,744 consultations, assisted clients in obtaining 1,041 loans or grants, and referred 2,683 companies to other branches of the ministry for specialized assistance.

INDUSTRIAL INVESTMENT BRANCH

This branch promotes Ontario as an attractive industrial investment location serving the markets of North America and the world.

The Site Selection and Municipal Liaison Section provides a confidential consulting service for companies considering establishing or expanding manufacturing facilities. It also supplies data and acts as an advisor to the ministry's foreign offices, and provides consulting and training services to Ontario municipalities in support of local economic development initiatives.

During the year in review, the section assisted 119 companies with site selection, advised 40 municipalities on their economic development objectives, assessed 12 industrial park proposals, and counselled 388 municipal representatives.

The Foreign Investment Advisory Group promotes investment in the province while ensuring Ontario's economic and industrial policies and objectives are met. In particular, it serves as the Ontario government liaison with the federal Foreign Investment Review Agency (FIRA) by reviewing, analyzing and evaluating offshore investment proposals submitted to Ontario by the federal government. It also advises potential investors on effective approaches to FIRA, problem resolution, and the economic and legal requirements of foreign investment in Canada.

This group organizes and takes part in investment seminars, conferences and missions to promote Ontario as an attractive location for foreign investment.

Finally, it analyzes and highlights emerging foreign investment policy issues to ensure that responsible foreign investment is encouraged through appropriate government policies.

During the year in review the group dealt with 1,203 investment proposals and analyzed 707 proposals formally submitted by FIRA to the province for comment. During this period, the approval rate reached 98 per cent.

Staff also organized 14 seminars and participated in five trade/industrial shows and missions to increase awareness of Ontario as an investment location. European cities visited included Brussels, London, Zurich and Bern. In the United States, groups visited New York, Chicago and Dallas.

Trade and investment in Ontario were promoted during visits here by nine foreign business missions.

The Mergers and Acquisitions Section assists Ontario industries, investors and interested parties with sales and purchases of businesses as a means of strengthening existing firms and increasing employment. In 1983-84, 194 merger and acquisition opportunities were listed through the ministry publication *The Market Place Bulletin*, leading to 25 successful mergers or acquisitions. A total of 462 jobs were secured.

The Selective Placement Section is an employment development group which works to assist immigrant entrepreneurs, in co-operation with the Canada Employment and Immigration Commission and the Department of External Affairs, Immigration Section.

Through the Immigrant Entrepreneur Program, foreign entrepreneurs are encouraged to establish themselves and their businesses in Ontario. The program assisted 726 interested entrepreneurs in fiscal 1983-84.

The Immigrant Entrepreneur Establishment Program provides newly arrived entrepreneurs with one-stop counselling to ease the settlement and establishment process. During this fiscal year, the 80 new entrepreneurs who were aided under this component of the program invested \$42.8 million, creating 1,505 jobs.

INNOVATION AND PRODUCT DEVELOPMENT BRANCH

This branch supports the development of new products, processes and services. It also promotes import replacement with Canadian-made goods, joint-ventures and licensing opportunities, and Ontario's film and video industry.

In the year ended March 31, 1984, the Product Development Section participated in five trade shows across the country. At some of these fairs an information booth was provided to support participating Ontario industries. At others, companies exhibited directly in the space provided by the ministry.

At Medica Canada '83, a trade show held in Edmonton, the ministry booked the centre stage of the show area and 17 Ontario companies attended. Ontario took part in this show in support of its commitment to encourage domestic procurement of medical and health supplies. More than one million dollars in sales were recorded and 18 new national agents and distributors were identified for Ontario companies attending the show.

As a result of attending a health care show in Geneva, nine licensing and three joint venture opportunities were made known to Ontario businesses through *The Market Place Bulletin*.

The section's work in the medical area has yielded some solid results in import replacement. Along with the Windsor field office, the section was instrumental in the 1983 start-up of the only Canadian medical needle manufacturing operation.

Following the success of the Oil and Gas Seminar held in London, England, in March, 1983, domestic and foreign seminars were organized in the institutional furniture sector. These seminars focus on product areas where the level of imports is currently high, and opportunities for import replacement exist through joint ventures or licensing. At one such seminar in Frankfurt, Germany, 39 Canadian companies were represented and 43 European companies attended. A total of 109 industrial development interviews were held.

In addition, a seminar was held in Toronto to identify opportunities for new manufacturing in the defence and aerospace sectors. As a follow-up to this seminar, attended by 220 manufacturers, the U.K. Defense Manufacturers' Association organized a mission to Ontario in May, 1984.

During the period under review, three Manufacturing Opportunities Shows were organized. Exhibited at these shows were hundreds of products currently purchased offshore by Ontario companies. Domestic suppliers made over 1,000 offers on these currently imported products. These 'reverse trade shows' are an excellent means to identify domestic sources for products currently imported.

The branch publishes *The Market Place Bulletin* 10 times per year. It is distributed to more than 10,000 manufacturers across the province. *The Market Place Bulletin* informs Ontario business people about joint venture, licensing, merger and acquisition opportunities, inventions, and upcoming ministry activities such as trade missions and domestic trade shows.

The Office of Procurement Policy is a unique advocate for Canadian industry. It assists the private sector in finding domestic sources of supply rather than buying offshore. There were several important achievements last year.

An expanded list of over 1,000 Canadian computer systems manufacturers is now accessible by public purchasers, and 10,000 copies of this directory have been distributed.

During the first year of the Industrial Development Review Process, 25 proposed purchases valued at \$21.5 million were handled. This process is designed to maximize the economic benefits of ministry purchases over \$250,000 by keeping them in Ontario.

The Canadian General Standards Board's new definition of Canadian content was successfully tested as part of company profiles for MIT's

information systems. It is anticipated that this new definition will be adopted by the federal government.

An updated and expanded edition of the program's key calling card, *Ontario's \$9 Billion Public Sector Market* was published, and 25,000 copies were distributed.

The fifth in a series of *How to Sell to Government* expositions was held in Toronto. Over 3,000 potential suppliers met 400 major public buyers from both provincial and federal public sector agencies.

In response to the office's strong pro-Canadian position, 150 advocacy cases were handled assisting Ontario vendors seeking public-sector business.

Along with three other provinces and Statistics Canada, this office jointly funded and participated in a study of the size and structure of the public sector market commissioned by the federal Department of Supply and Services. The office was also instrumental in the signing of a memorandum of understanding between the federal and Ontario governments on the subject of import replacement and source development initiatives. An Interprovincial Procurement Standards Committee was created to promote the use of uniform standards by public bodies.

The Film and Video Office promotes and markets Ontario as a world-class centre for feature film and television production. To this end, it provides location scouting services, introductions to Ontario unions, guilds and services; and liaison with federal, provincial and municipal authorities, as well as the private sector.

During the year, the Film and Video office was instrumental in attracting an estimated \$55 million worth of film and TV production to Ontario. It distributed the *Get the Picture* kit which contains a locations brochure and a directory of facilities, services, unions and guilds to over 750 potential clients. It helped 29 Ontario firms participate in international trade shows in London, Cannes and Monaco, resulting in export sales of Canadian television programming totalling over \$10 million and anticipated future sales and co-production of \$20 million. Marketing meetings were held with independent producers and studios in Los Angeles and New York.

The Technology Development Section helped to market the Ontario-developed Telidon videotext system and Ontario's educational microcomputer initiative.

Through the Telidon project, over 550 Teleguide terminals were installed across the province. These terminals provide up-to-the-minute information on leisure, recreation facilities, and events throughout Ontario. By supporting this project, the government aims to stimulate the Telidon industry, develop public awareness of technology, promote the hospitality, recreation and tourism industry, and build a showcase for display of Ontario's technology to prospective clients.

The education microcomputer project is a joint effort of the ministries of Industry and Trade and Education. Staff in these two ministries developed specifications for a new generation of microcomputer hardware and software for the province's elementary and secondary schools. In addition, the province entered into a conditional purchase agreement with a new Ontario company for systems meeting the specifications. This firm's system was approved and commercial deliveries are scheduled for 1984-85.



On location: Filming the pay-TV movie, *The Guardian*, starring Martin Sheen. Toronto is North America's third-largest production centre.

INDUSTRIAL POLICY AND ANALYSIS BRANCH



Mainstay: The automotive sector is Ontario's largest manufacturing industry, producing goods worth \$200 billion in 1983 and employing 106,000 people.

This branch supports the operations of the Industry Division. It provides policy analysis and recommends program options to promote industrial growth and a healthy industrial climate.

The Industrial Policy Unit analyzes economic and industrial issues and their impact on the industrial environment. In 1983-84, staff prepared advocacy positions in consultation with the private sector on a wide range of issues including economic development, labor legislation, environmental regulations, multinational sourcing and manpower planning.

The Sector Policy Unit analyzes and monitors key sectors and industries. In the past fiscal year, these included the automotive industry, sector-specific investments such as aerospace and farm equipment, investment and import replacement, petrochemical pricing, pharmaceutical/compulsory licensing and high technology. It also develops sector policy advocacy with the private sector.

The Industrial Analysis and Intelligence Unit maintains and analyzes company-specific and industry-wide data bases, and provides analytical and modelling capability for the industrial and sector policy sections. In 1983-84, data and statistical analysis were provided in response to over 300 requests from the private sector and the ministry. In addition, the Company Information System was expanded to include over 7,000 companies. This provided the source material for the *Made In Ontario* directory.

TECHNOLOGY CENTRES

In 1982, the Ontario government established six technology centres and the IDEA Corporation to promote the technological development of Ontario. These initiatives were in response to the competitive challenge Ontario industry is facing both in Canada and abroad.

The Ontario Technology Centres Unit in the Ministry of Industry and Trade co-ordinates the activities of the Ontario Technology Centres and the IDEA Corporation. The unit works to enhance the ministry's understanding of the technological challenge facing Ontario; to ensure the Ontario Technology Centres make maximum use of existing resources and to broaden industry's understanding of the need for technological transfer and application.

The fiscal year 1983-84 was marked by several important developments. The Ontario Technology Centres completed their first full year of operation. To ensure a co-ordinated approach, regular meetings were held with the presidents of the six centres. The technology centres unit also monitored the activities of each centre, reviewed their financial performance, and liaised within government on their behalf.

To support the activities of the Technology Centres, the unit worked with the Board of Industrial Leadership and Development on a corporate advertising campaign to publicize the resources available to industry through the centres. As well, some 8,000 copies of *Managing Technology: A Business Approach* were distributed to private sector firms. The unit participated in Future Pod at Ontario Place to increase public awareness of the need for technology development. A slide show about the Ontario Technology Centres was also made available for public viewing.

A total of 250 bank managers attended seminars emphasizing the importance of investing in new technologies. As well, a conference called Investment in Technology was held to encourage investment in technology by the financial community. There were 280 participants. Further initiatives in this area are being planned.

In December, 1983, the technology centres unit completed a study, *The Technology Challenge—Ontario Faces the Future*. The study will serve as a basis for developing options to improve the competitiveness and productivity of Ontario industry.



Micro magic: This technology centre helps manufacturers customize semiconductors, or chips, for new product innovations.

This centre, located in Ottawa, promotes the diffusion of microelectronics technology throughout Ontario industry. It provides a semi-custom chip design service to small and medium industry, offers seminars and training courses at various levels of complexity, and has an extensive marketing program to demonstrate the need for microelectronic technology. In fiscal 1983-84 the centre held 60 seminars which attracted a total of 933 clients. Three industry days were attended by 480 people. As well, 22 tours of the centre were carried out during the year. Six issues of *Microbits*, the centre's newsletter, were distributed to 10,000 potential clients.

As of March 31, 1984, the centre had received or initiated 65 proposals. Forty-eight were under consideration and 17 had resulted in signed contracts.

The staff complement of the centre was 37. The gross operating budget for 1983-84 fiscal year was \$2.6 million, with actual revenues of \$317,000.

ONTARIO CENTRES FOR ADVANCED MANUFACTURING



Computerized design: Geometry and dimensions of a product appear at the touch of an electronic pen.

The Robotics Centre in Peterborough and the CAD/CAM Centre in Cambridge encourage the application of advanced manufacturing methods in small and medium-sized businesses. Administered by the board of directors for the Ontario Centre for Advanced Manufacturing, these two centres provide consulting services, awareness programs and training assistance.

During the period under review, the Robotics Centre held 11 seminars attracting 272 clients. It also sponsored five industry days which drew 3,000 visitors. Some 1,500 people visited the centre through the 68 tours held during the year. As well, the centre participated in four trade shows. During this period 31 contracts were signed; 72 proposals are still under consideration.

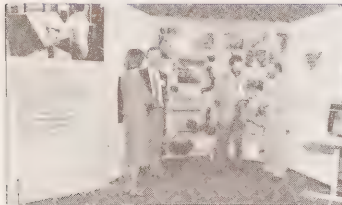
The centre has a staff of 21.

Thirty seminars were sponsored by the CAD/CAM centre, drawing 1,150 people. The centre held one industry day attracting 1,800 people and conducted 145 tours for 2,100 visitors. It participated in seven trade shows. Fifty-four proposals resulted in signed contracts and 30 were still being considered at year-end. Two technical searches were carried out.

The centre's staff complement was 41.

The Ontario Centre for Advanced Manufacturing had a gross operating budget of \$4.4 million and revenues of \$609,700.

ONTARIO CENTRE FOR AUTOMOTIVE PARTS TECHNOLOGY



Outreach: Technology-centre staff travel with advice on quality control, manufacturing methods, technology development and marketing.

The Ontario Centre for Automotive Parts Technology in St. Catharines assists automotive parts manufacturers to become more competitive by giving advice on quality control, efficient manufacturing methods, technological improvements and marketing.

It organized 35 seminars for 1,200 participants, conducted 10 tours and participated in five trade shows. Twelve issues of its newsletter, *Autoparts Update*, were distributed to a mailing list of 4,200. During the year under review, 57 proposals resulted in signed contracts; 22 are still under consideration.

There is a staff of 22. The gross operating budget was \$2.3 million, with \$432,000 generated in revenue.

ONTARIO CENTRE FOR FARM MACHINERY AND FOOD PROCESSING TECHNOLOGY



Farm to table: Faster, finer food processing and improved farm machinery flow from technology application.

This centre in Chatham assists in the development of improved farm equipment and provides technological support for the fruit and vegetable processing industries. Initially, it focused on identifying firms operating within these fragmented industries. Considerable effort was also devoted to hiring the specialized staff required to make the centre a success.

During its first year of operation, several proposals were generated with 10 resulting in signed contracts and 18 still active. The centre has a staff of 20. The 1983-84 gross operating budget was \$769,000 with \$58,000 generated in revenue.

ONTARIO CENTRE FOR RESOURCE MACHINERY TECHNOLOGY



Koeberg Canada

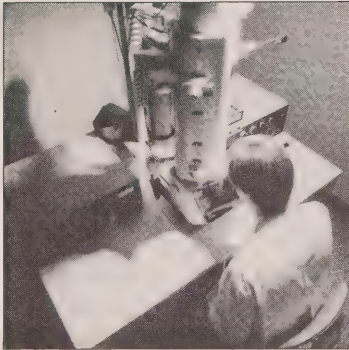
Forest wealth: The future of Ontario's resource industries depends on innovative equipment that will improve productivity.

This centre, located in Sudbury, was created to promote the development and commercialization of domestic mining and forestry equipment to replace imports and develop exports. Operating as a venture capital organization, the centre invested in eight projects out of the 88 proposals received. Some 22 proposals are still being considered. The value of the investments to date is \$1.9 million.

The centre participated in five trade shows, sponsored three seminars drawing 120 clients, and held two tours. Five issues of its newsletter, *Resource Machinery News*, were published, with a distribution of 3,000 per issue.

The centre has a staff of 12. The gross operating budget was \$808,000 with \$4,250 generated in revenue. The centre approved investments of \$1,307,000.

IDEA CORPORATION



IDEA works with Ontario's research community to help bring outstanding innovation into production.

The IDEA Corporation is a Crown corporation that encourages and helps finance the commercialization of technological innovation.

By the end of the fiscal year, IDEA had reviewed over 400 investment proposals and made major commitments to venture-capital investments in university research projects, start-up companies and a syndicated pool of venture capital.

Investments were committed to the following institutions/firms: Queen's University, University of Western Ontario, RMS Industrial Controls Inc., Genuine Plastic Products and Derlan Industries Ltd.

During the course of the year, 42 visits were made to Ontario university campuses to identify promising new technologies emerging from research laboratories. A total of 180 projects were discussed.

In addition to its activities as an investor in new technologies, IDEA plays an important role in public policy development and public education. At the end of the fiscal year, a policy review was prepared for the minister, outlining findings and issues identified by IDEA Corporation, along with strategies for developing new technology-based firms.

In February, IDEA made a formal submission to the task force on government support for research and development, commissioned by the federal government and headed by University of Waterloo president Douglas Wright.

Several studies were commissioned during the past fiscal year, including an econometric simulation of the impact of technological change on employment, an examination of the level and diffusion of medical research, and a survey, conducted in collaboration with the Ontario Manpower Commission, of current and future occupations in research-intensive sectors of Ontario manufacturing industries.

In February, IDEA held a symposium to discuss results of the medical research report with representatives from Ontario hospital and university medical labs and pharmaceutical manufacturing firms.

During the year, *Ideas on Innovation*, a newsletter dealing with major issues emerging from the advancement of technology, was introduced to 3,500 leaders in business, labor, academia and government.

Fifteen keynote speeches were delivered to audiences throughout the province and senior staff members of IDEA participated in 10 panel discussions and workshops.

More than 1,500 telephone enquiries and requests for information were received by March 31, 1984. Much of this interest was generated by media coverage of the role and activities of IDEA. Senior staff members were interviewed by radio, television, newspaper and magazine reporters from across Canada, the United States, the United Kingdom and France. There were 78 press reports published as a result of this media attention.

INFORMATION AND SUPPORT SERVICES DIVISION

The Information and Support Services Division provides consolidated communications, promotion and administrative support services for the Ministry of Industry and Trade. In the interests of economy and efficiency, several of the administrative services are also provided to the Ministry of Tourism and Recreation.

Administrative service branches include Finance and Systems, Personnel, Management Services, Audit Services and Program Planning and Budgeting. Together these branches provide support to the Ministry of Industry and Trade, the Ministry of Tourism and Recreation and some agencies of each.

FINANCE AND SYSTEMS BRANCH

Financial services, including accounting, ensure the accuracy of budgetary expenditures, financial integrity, accountability and the safeguarding of public funds.

Over the past fiscal year several initiatives were introduced to improve the operations of the branch and ministry, including:

- a centralized local payment system for the U.S. offices to speed up and simplify the monthly funding process;
- a staff development program of rotating assignments to increase staff expertise and optimize resources;
- an automated payment control system to speed accounts payable through Treasury; and
- a financial and administrative procedures control and reporting system for the Export Success Fund together with a micro-system to serve the fund over the next five years.

The Systems Development Branch provides development and maintenance services for all computer and manual business systems, including the records and forms management programs.

During the year in review the need for outside consultants was reduced and client services were improved. Major activities during the year included introduction of a multi-year Company Information and Market Intelligence Strategies/Plan to support ministry programs, office system automation and network strategies.

Also, an on-line Grant Information System to support the Ministry of Tourism and Recreation's \$55 million grants program was developed.

Finally, assistance was provided in identifying and tendering for Ontario Place Corporation's financial management system requirements.

PROGRAM PLANNING AND BUDGETING GROUP

The Program Planning and Budgeting Group develops, implements and coordinates the planning, budgeting and reporting processes for ministry management and acts as ministry liaison with Management Board of Cabinet.

During the year, resource allocation strategies were developed on the basis of ministry policies and program priorities, and a ministry planning system was initiated by reviewing the strategic and human resources planning processes.

The group also plans, schedules and processes ministry submissions to Management Board. The Ontario International Corporation sunset review was concluded during the year and memoranda of understanding for five of the ministry's agencies were revised or prepared.

MANAGEMENT SERVICES BRANCH

The Management Services Branch provides administrative, accommodation, distribution, printing and office services, as well as procurement of goods and services. A major activity during the year was assisting in the opening of three new offices in the United States and relocation of the ministry's New York Office.

Also, the movable assets inventory was automated for better control and management. Through a realignment of the Distribution and Printing Section, client services were improved.

PERSONNEL BRANCH

Personnel Services staff provide guidance and direction regarding the management of human resources, personnel services, staff relations, affirmative action and payroll. During the past year, a staff relations information base was created and a classification-writing workshop was held for all managers in the ministry. An attendance improvement program resulted in the ministry attaining the lowest average absentee rate in the Ontario Government, with a 10 percent reduction in one- and two-day absences.

The Ontario Government Affirmative Action Program is designed to provide equal employment opportunities for women and aims to raise the percentage of women in all modules and categories to 30 percent by the year 2000.

This is done by identifying qualified female candidates for competitions and establishing career paths for them. The Ministry of Industry and Trade has 226 female employees. They represent 42 percent of total staff.

One goal of the Ministry of Industry and Trade is to increase the number of female consultants on staff. As of March 31, 1984, women held 9.5 percent of these positions, an increase of 56 percent over the previous year. Other achievements included the hiring of women in senior policy, executive assistant and systems positions in the ministry.

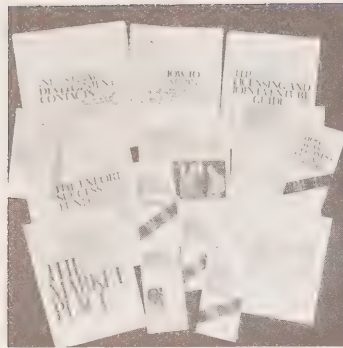
Nineteen women, or 8.4 percent of all female staff, participated in accelerated career development through training positions, rotations and temporary moves to learn new skills. Eight of these people found new positions within the year.

AUDIT SERVICES BRANCH

The Audit Services Branch conducts independent, objective management-oriented audits of the operations of the ministry and its agencies. Staff ensures that control processes are satisfactory or recommends necessary improvements, instantly reports any potential problems to management; and carries out competent, credible and persuasive auditing to improve control procedures.

During the year co-ordinated operational audits were performed with a cost-saving perspective and an Internal Audit Branch manual of policies and procedures for planning, execution and reporting of audit functions was created.

PROMOTION SERVICES BRANCH



Information A to Z: The ministry has publications for the prospective business person, the novice, and the experienced.

The Promotion Services Branch co-ordinates advertising, promotional publications, audiovisuals and selected special promotion events for the ministry, and administers the ministry's Information Centre.

During the year there were several major initiatives.

An international industrial development campaign was created to raise awareness of Ontario as an attractive place to do business. Target markets included the United States, Japan, the United Kingdom and Germany.

The Promotion Services Branch developed two major advertising campaigns aimed at small- to medium-sized Ontario manufacturers. The trade campaign was designed to increase awareness of exporting opportunities and to identify potential exporters. The Technology Centres campaign was aimed at creating awareness of the Technology Centres and attracting specific clients.

There was also a campaign directed at investors in selected foreign markets.

The first Province of Ontario Awards for Industrial Achievement presentations were held in March, 1984.

Ninety-six incoming investment and trade delegations involving 1,100 visitors were organized and hosted by Promotions Services staff.

More than 60 brochures were produced including *The Fact Books*, a guide to the Ontario and Canadian business and investment environment; *Entrepreneurs*, an investment promotion brochure aimed at potential immigrant entrepreneurs (produced in English, French and German); *How to Export*, an overview of exporting; and *How to Do Business In...* a series of brochures on export opportunities, business customs and regulations in selected foreign countries.

The Information Centre has a library containing approximately 12,000 titles and 200 subscription journals. It produces monthly bulletins outlining new acquisitions and indices and performs computer searches for requested materials through Infoglobe and Dialogue.

COMMUNICATIONS BRANCH



Achievers: Peggy Hilmer and Barbara Twaits of Maggi-B, a manufacturer of travel co-ordinators, won the Province of Ontario Industrial Achievement Award for increased sales in Canada.

The Communications Branch provides information on ministry policies and programs to the news media, ministry client groups and the public. It concentrates on editorial publicity and media relations.

Branch writers prepare news releases, statements and articles for external distribution and produce two monthly publications, *Ontario Business News* and *Ontario Technology News*, as well as a weekly internal newsletter. During the year in review the branch issued 116 news releases and 91 speeches and statements.

The branch also handles public relations activities, interviews, press conferences and other events involving the minister and members of senior management; monitors media coverage, and handles enquiries from journalists and the general public. Publicity support is provided to trade missions, trade shows and other ministry-sponsored events as required.

Almost 3,000 pages of news clippings pertaining to ministry matters, including radio and television transcripts, were distributed internally. Mailing lists were updated on an ongoing basis to meet the requirements of the ministry. During the year some 10,000 telephone enquiries were answered or redirected as appropriate.

Liaison with the French-language press and media and the French business community in Ontario was provided through the French-language services officer, who also advised the deputy minister on French-language policies for the ministry.

STATEMENT OF EXPENDITURES

STATEMENT OF BUDGETARY EXPENDITURES FOR THE YEAR ENDING MARCH 31, 1984

MINISTRY ADMINISTRATION*

Main Office	\$1,582,992	
Financial Services	1,511,877	
Supply and Office Services	1,235,490	
Personnel Services	823,940	
Information Services	3,172,054	
Audit Services	383,884	
Analysis and Planning	621,911	
Legal Services	<u>595,387</u>	
Total		\$ 9,927,535

INDUSTRY DIVISION

Program Administration	\$ 218,939	
Industrial Policy and Analysis	1,758,303	
Small Business and Field Services	7,376,348	
Industrial Investment	1,829,703	
Innovation and Product Development	2,862,319	
Energy Projects	239,635	
Ontario Research Foundation	<u>4,350,000</u>	
Total		\$18,635,247

TRADE DIVISION

Program Administration	\$ 202,598	
Trade Policy and Analysis	952,688	
International Trade and Investment	5,812,364	
Ontario International Corporation	746,796	
International Offices	8,044,819	
Metropolitan Toronto Convention Centre	<u>895,000</u>	
Total		\$16,654,265

TECHNOLOGY CENTRES COORDINATION

\$ 730,941

TOTAL

\$45,947,988

*Includes administrative services provided to the Ministry of Tourism and Recreation.

DOMESTIC AND INTERNATIONAL OFFICES

DOMESTIC OFFICES

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K6V 6B2
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KINGSTON
1055 Princess Street
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K7L 5T3
(613) 547-2248

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Kitchener, Ontario
N2G 1B9
(519) 744-6391

LONDON
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London, Ontario
N6A 1K7
(519) 433-8105

NORTH BAY
147 McIntyre Street West
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P1B 2Y5
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ORILLIA
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73 Mississaga Street East
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Telephone: 81-3-436-4355
Telex: 72-27145

THE ONTARIO MINISTRY OF
INDUSTRY
& TRADE



Province of Ontario
Queen's Park
Toronto, Canada
M7A 2E1

Frank S. Miller
Minister
George S. MacDonell
Deputy Minister

CA20N
IT
- A56
cap. 2

ANNUAL REPORT

ONTARIO
MINISTRY
OF INDUSTRY
AND TRADE
1984-85



Ontario

This Annual Report is also available in French.

Please contact: Communications and Promotion Services Branch
Ministry of Industry, Trade and Technology
Hearst Block, 900 Bay Street
Toronto, Ontario
M7A 2E1

Telephone: (416) 965-1989

TABLE OF CONTENTS

MINISTER'S LETTER	2
DEPUTY MINISTER'S LETTER	3
THE YEAR IN REVIEW	4
ORGANIZATION CHART	5
THE ISSUES	8
THE MINISTRY MANAGEMENT SYSTEM.....	15
DIVISIONAL REPORTS:	
Industry	18
Trade.....	20
Innovation and Technology	22
Administration	24
STATEMENT OF EXPENDITURES	26
DOMESTIC & INTERNATIONAL OFFICES	27



TO HIS HONOUR
The Lieutenant-Governor
of the Province of Ontario

MAY IT PLEASE YOUR HONOUR:

I am pleased to present you with the annual report of the Ministry of Industry, Trade and Technology, formerly named Industry and Trade, for the fiscal year 1984-85.

The report contains a description of the programs and policies, detailed information about each division, and the statement of expenditures for the ministry.

Respectfully submitted,

A handwritten signature in dark ink, reading "Hugh P. O'Neil".

Hugh P. O'Neil
Minister of Industry, Trade and Technology





The Honourable Hugh P. O'Neil
Ontario Minister of Industry, Trade and Technology

Dear Mr. Minister,

I am pleased to submit the Annual Report for the fiscal year ending March 31, 1985.

It includes a discussion of the issues that this ministry, under its new name, continues to face. It explains how we have approached these issues in the past year through a variety of policies and programs designed to meet the needs of the businesses and industries of Ontario.

The report also assesses our effectiveness. In the past year we set our sights high. Most of our goals were achieved; some were exceeded, some were not quite met.

By reviewing the activities of the past year we can approach the coming year with renewed vigour and a greater understanding of our role: that of assisting the business people of this province. Since they are operating in an increasingly competitive world economy, we have a role supporting their expansion into new products and new markets.

The following pages explain how we have endeavoured to do that in 1984-85.

Respectfully submitted,

A handwritten signature in cursive script that reads "George MacDonell".

George S. MacDonell
Deputy Minister

THE YEAR IN REVIEW

WORLD TRENDS

Rapid change...new developments...growing competition...exciting discoveries.

Business and commerce are becoming increasingly international in scope. New technologies are appearing on the shop floor. Workers are learning new skills. Exports are growing. Small business has become a major force in the creation of new jobs.

This is the world of the 1980s, a world in which the province of Ontario is a key player. Our links with other countries are being broadened and strengthened each year. Our commitment to a high standard of living is closely connected to our industrial performance, and the stage for that performance is the world.

The challenge? In a word, we must compete internationally. And it is getting tougher every year.

THE MINISTRY



Industry Division's film and video office promotes Ontario as a film location.

The role of the Ministry of Industry and Trade? To encourage more rapid introduction and application of new technology; assist in product innovation and commercialization of new products and processes; promote investment, both domestic and foreign; draw more companies into exporting; support trade through international offices, trade shows, missions, and the Export Success Fund; promote and assist the formation of small businesses; encourage the expansion of the domestic market by identifying domestic sources of supply.

The structure of the ministry was modified slightly in 1984. In the Industry and Trade Divisions, Domestic Marketing and International Marketing Branches (respectively) were reorganized and renamed to combine efforts to expand sales of Ontario products and encourage investment in both domestic and international markets.

In another structural change, the technology centres unit became the Innovation and Technology Division. Then in June, 1985, we were renamed the Ministry of Industry, Trade and Technology, reflecting the growing importance of technology in transforming our industrial sector to meet new demands of international competitiveness.

In addition, the Planning and Priorities Secretariat was established to co-ordinate the development of strategic planning, policy options and advocacy for the ministry.

Because we are a business-oriented ministry, we are structured, managed and operated like a business. This report explains the Ministry Management System, which was new last year. Through this system, the mandate of each division and branch is clearly stated. We have annual business plans, which set out the issues and strategies and establish the year's objectives. There is a very detailed evaluation process, which measures the results of the year's activities.

This annual report for the fiscal year 1984-85 takes a look at the policies and programs of this ministry and the issues and problems which they address. It examines Ontario's participation in the international economy, how we respond to developments both at home and abroad, and how successful we are in terms of the goals we set for ourselves.

Following the discussion of the issues and a look at the Ministry Management System, we will review the mandates and goals of each division—Industry, Trade, Innovation and Technology, and Administration—and summarize their performance for the year.

The financial statement at the end of the report shows the actual expenditures for each of the ministry's programs and activities.

This information is set out in the following pages, beginning with an organizational chart showing the structure of the ministry as of March 31, 1985.

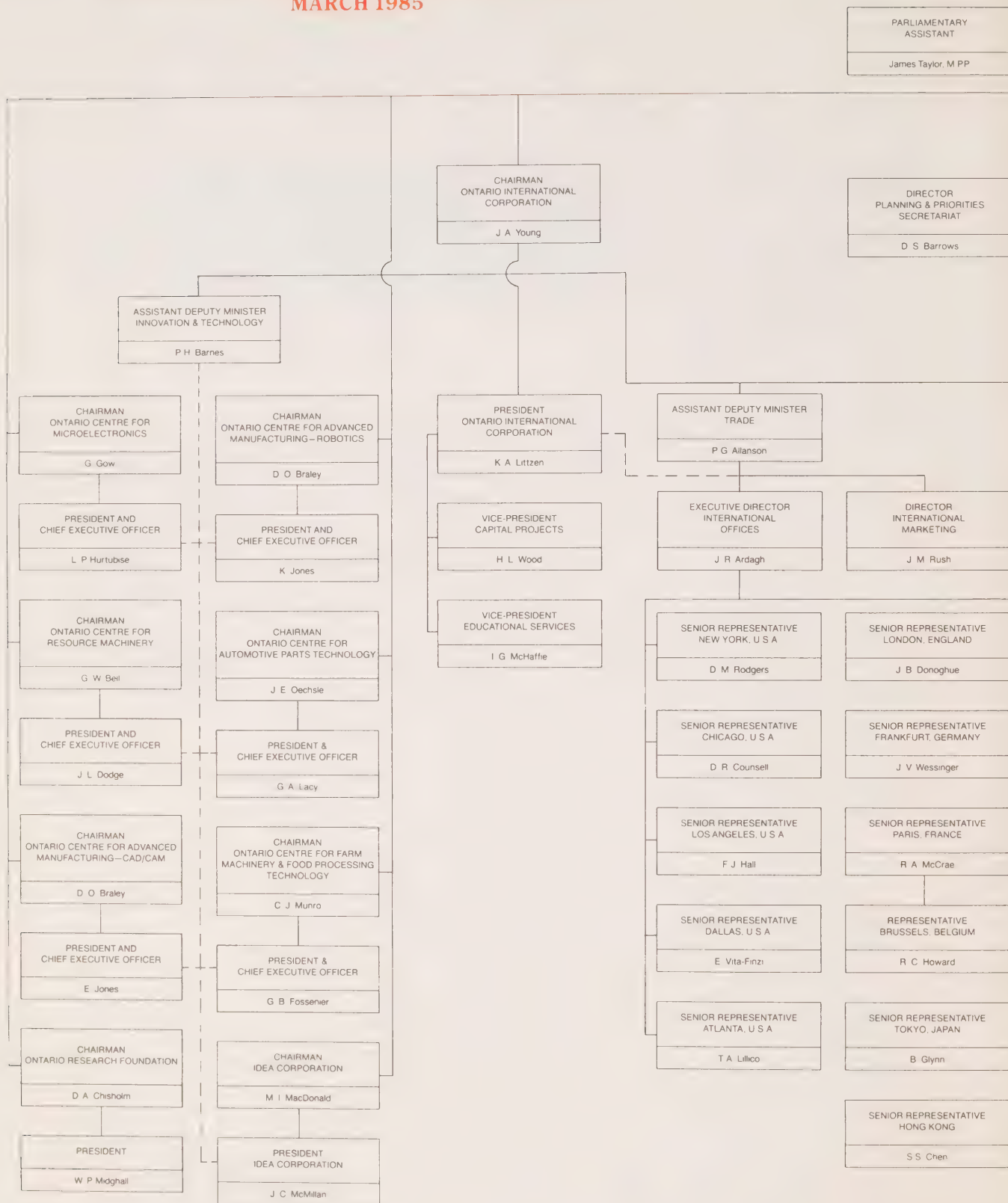


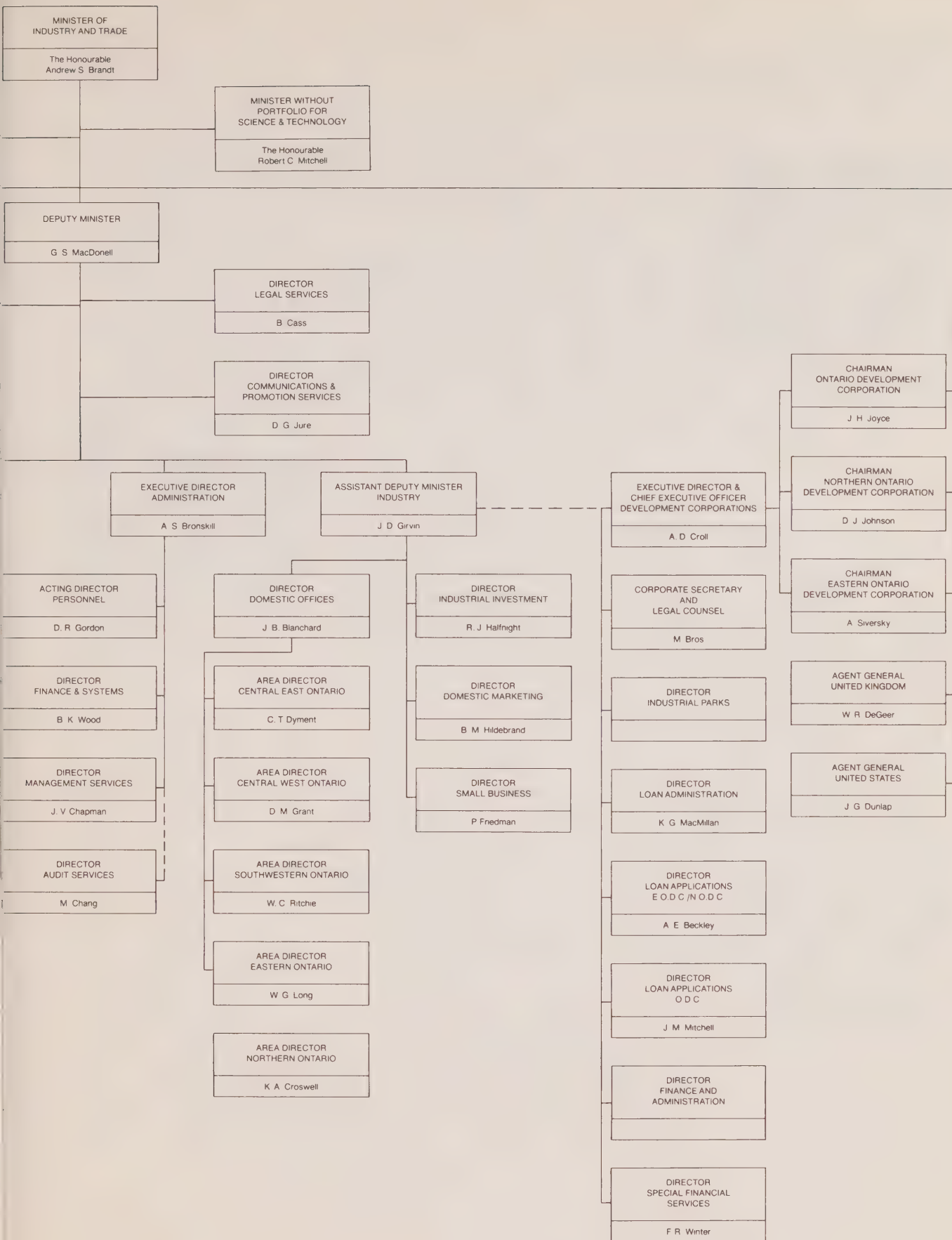
A window display in Ontario House, London, England, promotes investment in Ontario.

The IDEA Corporation, the Ontario Development Corporations, the Ontario Research Foundation, and the Ontario International Corporation submit separate annual reports to the Lieutenant-Governor-in-Council through the Ministry of Industry, Trade and Technology.

ORGANIZATION CHART

ONTARIO MINISTRY OF INDUSTRY AND TRADE
MARCH 1985





THE ISSUES



Ontario exporters must look to Pacific Rim countries for new and fast-growing markets.

In a rapidly changing international economy, with the rise of newly industrialized countries, especially in the Pacific Rim, we cannot afford to take our own high standard of living and our share of world trade for granted.

Ontario industries and workers face a number of challenges in the next few years: the need to encourage investment spending, both foreign and domestic; a very high level of import penetration; the need for more global product mandates in multinational subsidiaries in Ontario; the growth of small business and its importance in creating jobs; our share of world markets; the need to develop new exporters; the need to diversify our foreign markets; increasing competition from newly industrializing countries; our slow adaptation of new technologies and low level of innovation.

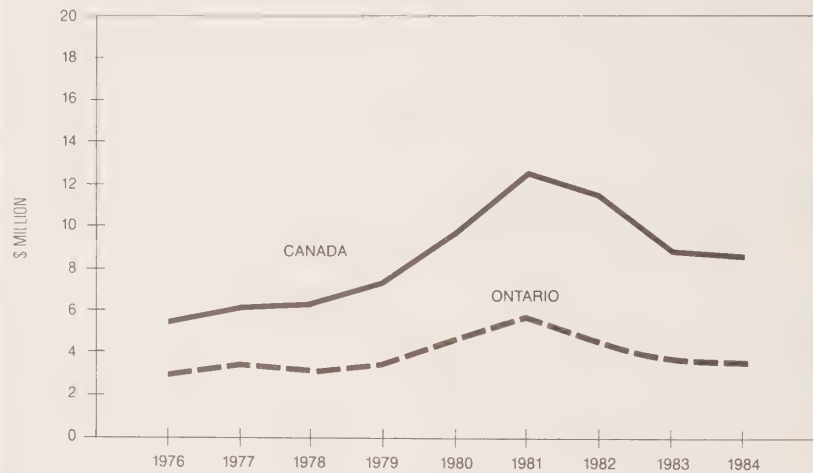
INVESTMENT

Although manufacturing investment was up in 1984 and is expected to increase further this year, it is not yet expected to reach pre-recession levels.



The ministry's offices around the world work to promote Ontario products and attract foreign investment.
Ontario House, London.

MANUFACTURING INVESTMENT IN CANADA AND ONTARIO 1976-1984



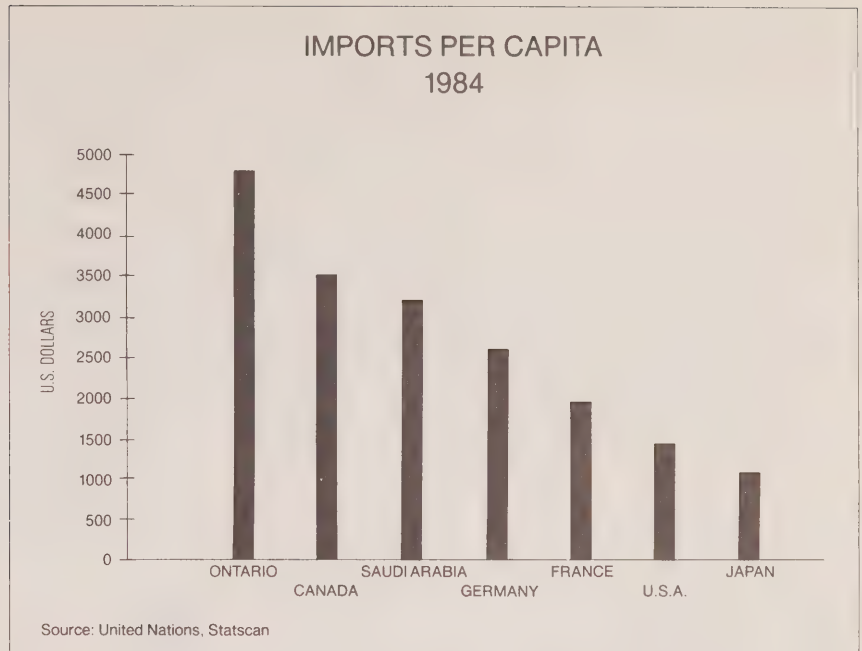
SOURCE: STATSCAN 61-206

We must attract investment that encourages technological development, product and process innovation, and exporting. The Industrial Investment Branch in the Industry Division promotes investment both at home and abroad, working with the ministry's domestic and international offices.

IMPORT PENETRATION



Cleanwater Products is an Ontario manufacturer of sanitary and industrial clothing whose goods replace imports.



The province of Ontario imports more in per capita terms than most other jurisdictions in the world. Import penetration is particularly high in the area of high technology, yet we have considerable expertise right here at home. We can buy much more in Ontario, and import less.

Many products for public institutions are imported, even though comparable products are available in Canada. A stumbling block here is lack of awareness of the availability of Canadian goods, and a tradition of buying abroad. To turn that around, the Public Procurement Unit has been established within the ministry's Industry Division to encourage domestic sourcing.

GLOBAL PRODUCT MANDATING

Ontario has always depended heavily on foreign investment. In many cases, branch plants were established here to serve the Canadian market only. While there is a historical basis for this, the situation is changing and new strategies are being developed. For example, it can now be argued that foreign-owned multinationals have a great deal to gain by adopting a global product mandate.

That means that instead of producing the entire product range for the Canadian market, a component or one product could be produced in Canada for export to the company's world markets. Studies have shown that this is a profitable strategy for companies to adopt, but many remain unconvinced.

Many of Ontario's foreign-owned companies do not export at all. To help turn that around, a Global Product Mandating unit has been established within the ministry's Industry Division.

SMALL BUSINESS

Between 1975 and 1982 small firms with fewer than 50 employees accounted for almost all new jobs in Canada. Companies employing more than 100 people actually lost jobs during that same period.

Small businesses are now growing at the rate of over 45,000 per year in Ontario alone. While this is an exciting development, many small businesses fail within the first two years of operation. Potential entrepreneurs need advice on how to start their own businesses, and how to avoid problems that lead to business failure.

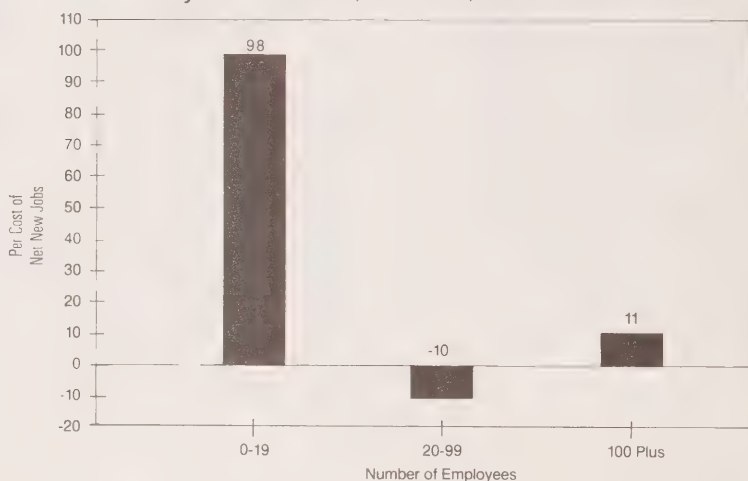
The ministry's domestic offices and Small Business Branch address that need through private consultations, information seminars, and by distributing the book, *Starting A Small Business in Ontario*. This book is now in its eleventh printing.

STARTING A SMALL BUSINESS IN ONTARIO

A SOUND BUSINESS
APPROACH TO SETTING
UP YOUR OWN COMPANY:
FROM THE ONTARIO
MINISTRY OF INDUSTRY,
TRADE AND TECHNOLOGY.

The ministry's book on
entrepreneurship is now in its
eleventh printing.

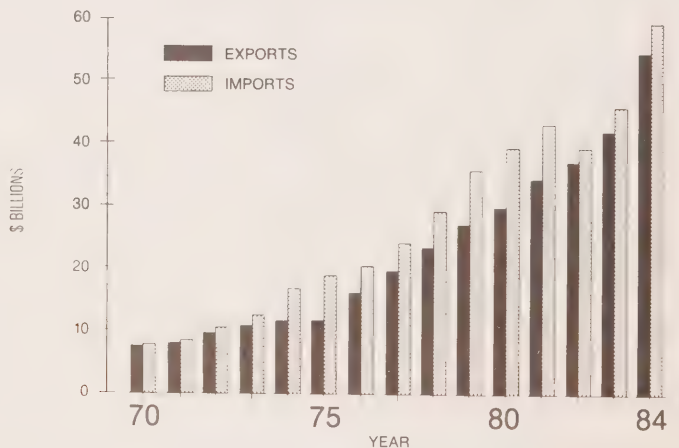
NET JOB CREATION
By Size of Firm, Canada, 1978-1982



Statscan Tax File 1984

WORLD MARKET SHARE

ONTARIO TRADE, 1970-84



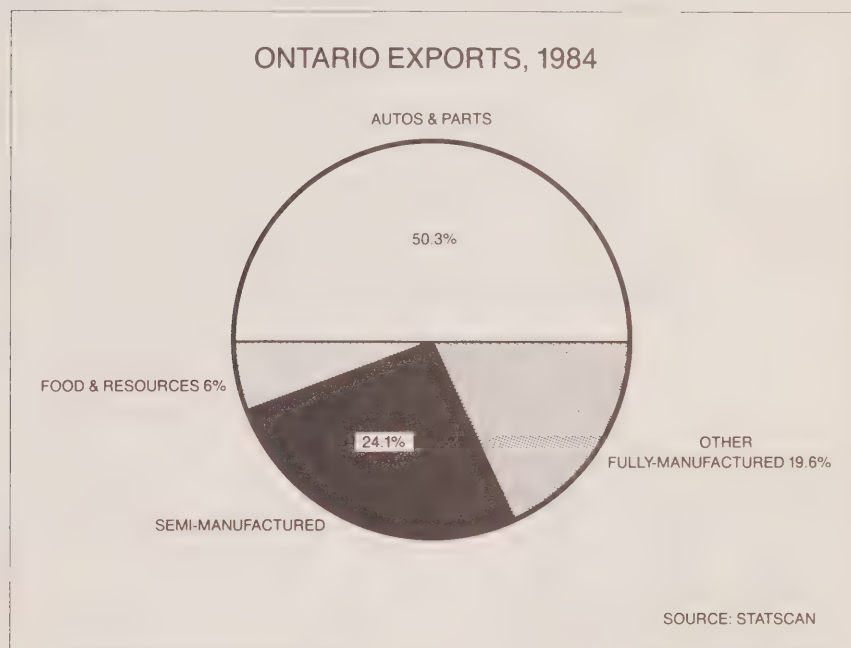
SOURCE: STATSCAN

In 1970, Ontario accounted for 2.3 percent of world trade. By 1981 that share had declined to 1.5 percent. Three years later the share had rebounded to 2.2 percent. The size of our share of world markets is a reflection of our own economic health, and when that share decreases, Ontario jobs and whole industries may be affected.

Our exports during 1984 totalled \$55.2 billion, an increase of 32 percent over the previous year, and equal to 49 percent of Canada's total exports.

This is encouraging news. However, we must keep in mind that 90 percent of Ontario's foreign sales are made in the United States, and that the bulk of those sales are in the automobile and auto parts sector.

Although our exports have been growing, it is nevertheless true that we run a large trade deficit in the area of manufactured and high technology goods. The ministry's trade programs, both financial and consulting, are designed to increase our exports, and particularly, our exports of finished products.



NEW EXPORTERS



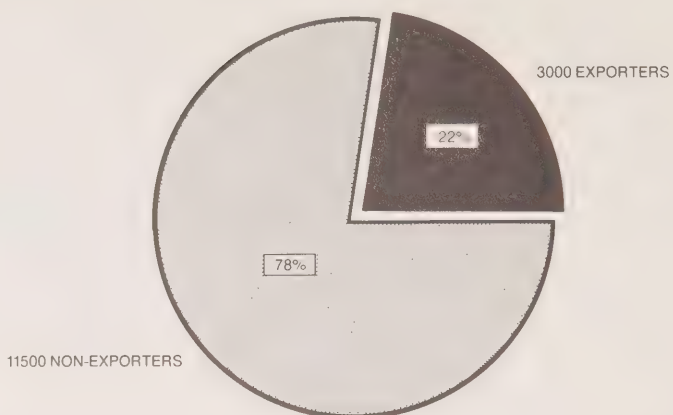
Trade Division's program, *New Exporters to Border States (NEBS)*, takes aspiring exporters by bus to nearby U.S. cities.

In 1984 Canada's exports were valued at \$112.5 billion, and Ontario accounted for nearly half that amount. One in five jobs here depends directly or indirectly on international trade. On a per capita basis, Ontario exports three times as much as Japan, yet Japan is regarded by many as the world's leading exporter.

Yet out of approximately 14,500 manufacturers in Ontario, less than 25 percent make any foreign sales. Opportunities are being missed when companies don't even consider exporting. Much of what we produce is high quality and competitively priced. We can sell a lot more to foreign markets, particularly in the United States.

Therefore, the ministry works with Ontario firms to encourage them to export. In addition to our consulting services, we organize and conduct trade missions, and take new exporters to border states to introduce them to the potential of the U.S. market. Once sales are established there, they can expand across the country and to other areas of the world.

ONTARIO MANUFACTURERS



RELIANCE ON U.S. MARKETS

On the whole, Ontario has made excellent sales in the U.S. market. However, since 90 percent of total foreign sales goes to the United States, we are extremely vulnerable to changes in that market and in our relationship with the U.S.

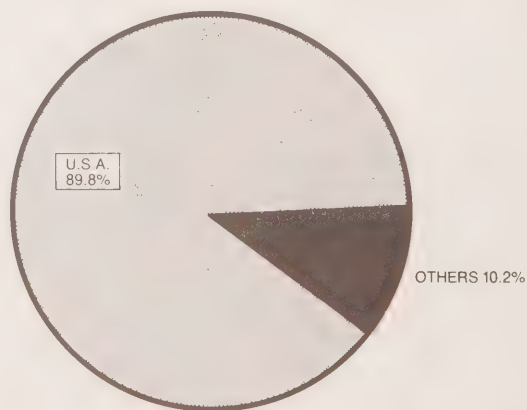
Currently there are a number of trade frictions between the U.S. and Canada which have resulted in the creation of non-tariff barriers. To secure our access to this vital market, the Ontario government plays an advocacy role in reducing these tensions when conflicts arise.

But in addition to securing our U.S. sales, we must look to other foreign markets for buyers. And we must look at the new, dynamic, growing markets in addition to more mature ones. Pacific Rim countries and the Middle East present excellent opportunities for those who are willing to make the effort to do business there.



The ministry supports the participation of Ontario companies in international trade fairs.

ONTARIO EXPORTS, 1984 GEOGRAPHICAL DISTRIBUTION



NEWLY INDUSTRIALIZING COUNTRIES (NICs)

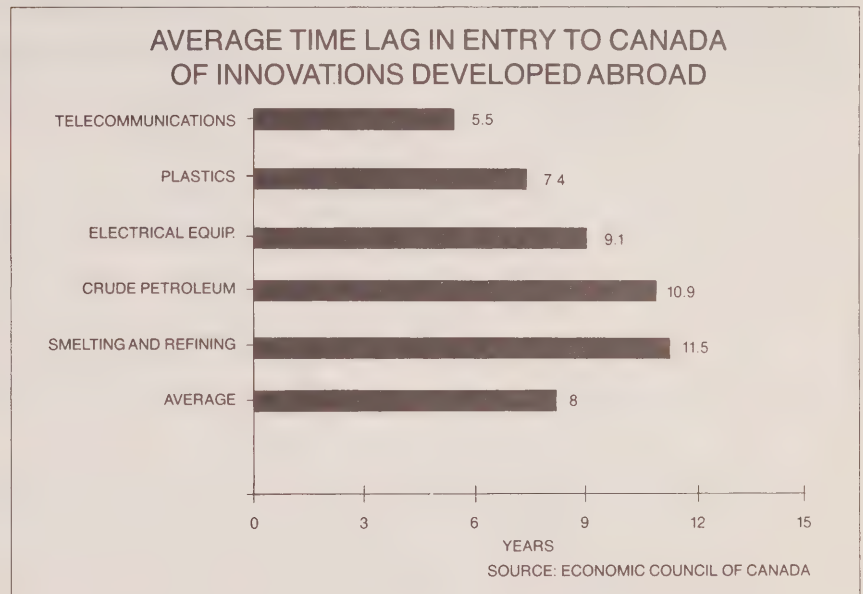
The emerging industrial nations are presenting us with a competitive threat. They are making high quality, inexpensive goods, and they are selling in Canada, and in foreign markets we share. However, due to their growing prosperity, particularly in the Pacific Rim, they also present us with growth markets that we can target with our own exports.

USE OF NEW TECHNOLOGIES

Our record here compares unfavorably with other western industrial nations. Not only is our own rate of innovation slow, we are also hesitant to implement innovations that have been developed in other countries. On average, it takes us about eight years to put new technology from abroad into operation here.



A demonstration of new manufacturing techniques at the Ontario Robotics Centre in Peterborough.



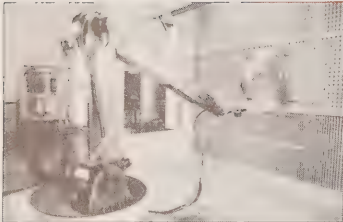
One clear example is the number of robots and numerically controlled/computer numerically controlled machines actually used in our industries, compared with our competitors.

The major challenge we face today is to compete with a growing number of industrialized nations in a tough world marketplace. The pressures are intense, and our response to those pressures has tended to be reactive rather than forward-looking. We do not take sufficient account of international competitive pressures. Ontario depends heavily on trade with other nations. But if we cannot compete, we will ultimately lose sales, and at home we will lose jobs.

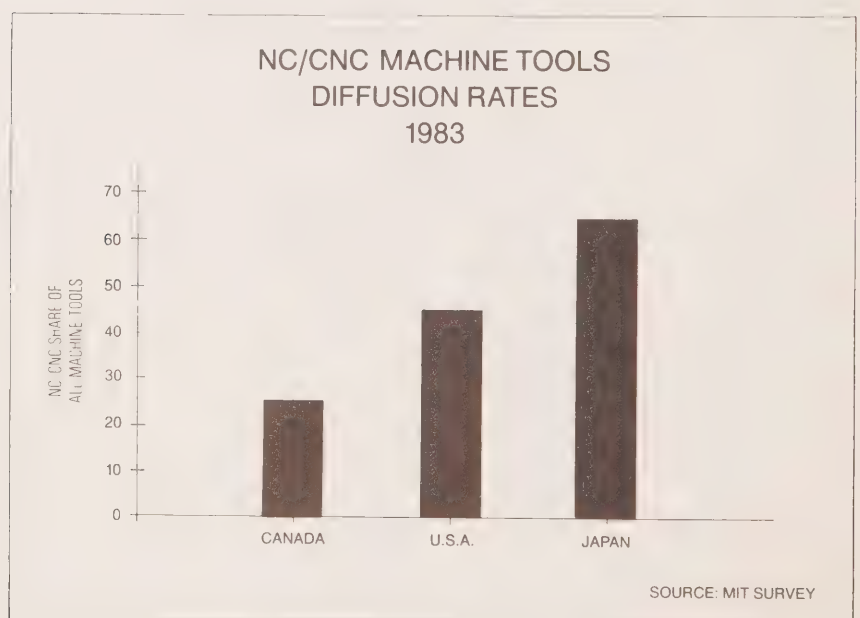
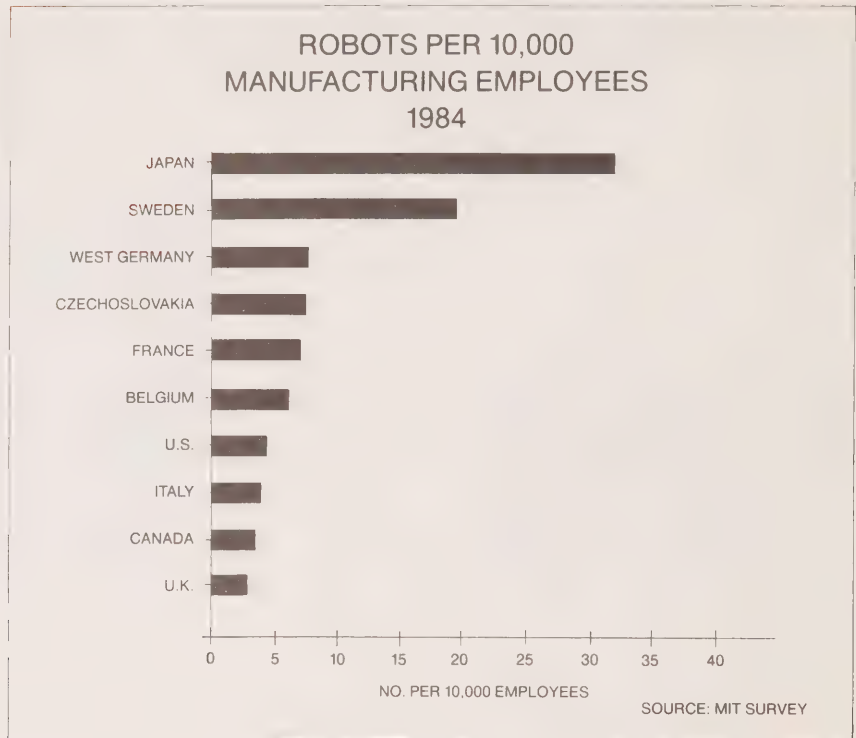
CONCLUSION

The Ministry of Industry and Trade was involved in all these issues in the past year. Our overall goal is to increase productivity and competitiveness so that we secure our industrial base, and ultimately, jobs for the people of Ontario.

Now that we have outlined the problems—problems which we continue to face in 1985-86—we will show how we responded during the fiscal year 1984-85.



To compete internationally, Ontario industry must use more robots.



THE MINISTRY MANAGEMENT SYSTEM

The Ministry Management System (MMS) was adopted in 1984. This system is based on the idea that teamwork, new ideas, personal growth, accountability, flexibility and service are critical to the functioning of any sophisticated, effective organization.

The MMS is designed to achieve maximum productivity from the financial and human resources of the ministry.

This means that all our employees and all our offices across the province and around the world are in close contact with one another and with head office in Toronto; their ideas are sought and they set their own goals within the broad framework of the ministry's mandate; their performance is measured with a view to improving it or rewarding it with a steady increase in responsibilities and status.

FOUR STEPS TO BETTER MANAGEMENT

The MMS is made up of four concrete steps:

- Planning
- Organization
- Leading and Motivating
- Measurement

Step 1: Planning

Long-Range (5 years)

Each year staff of the Planning and Priorities Secretariat in consultation with branch directors develop a Long Range Planning Statement.

This statement takes into account changes and demands in the economy and society in general. It sets the direction for the ministry, assesses the needs of our client group, and ensures that our priorities are in order, our goals realistic and attainable.

Short-Range (12 months)

Business plans are prepared by each branch and each division in turn with the use of planning guidelines. The process begins in August and concludes in March.

Each branch plan contains an outline of the work to be done, a system for choosing priorities, flexibility to realign staff and funding to reflect changes in priorities, and a system for measuring the effectiveness of programs.

Plans are reviewed by the Minister in November to establish the base funding level for Estimates in the next fiscal year. Plans are then adjusted by branch managers to reflect the actual funds available.

Step 2: Organization

To implement the business plans, work is assigned to appropriate individuals, their performance is assessed, and new opportunities are then developed for personal and professional development. We ensure that the people in appropriate positions with the right skills are available when they're needed to meet our goals.

Step 3:
Leading and Motivating

Building on Step 2, this process ensures that managers have a chance to recognize the contributions of each staff member through periodic performance reviews; prepare appropriate human resource plans to meet the needs of the business plans; and decide how staff performance can be improved and rewarded.

Step 4:
Measurement

This ministry sets overall goals first by analyzing the industrial and economic issues facing Ontario. Priorities for ministry programs and policies are then set, along with annual targets.

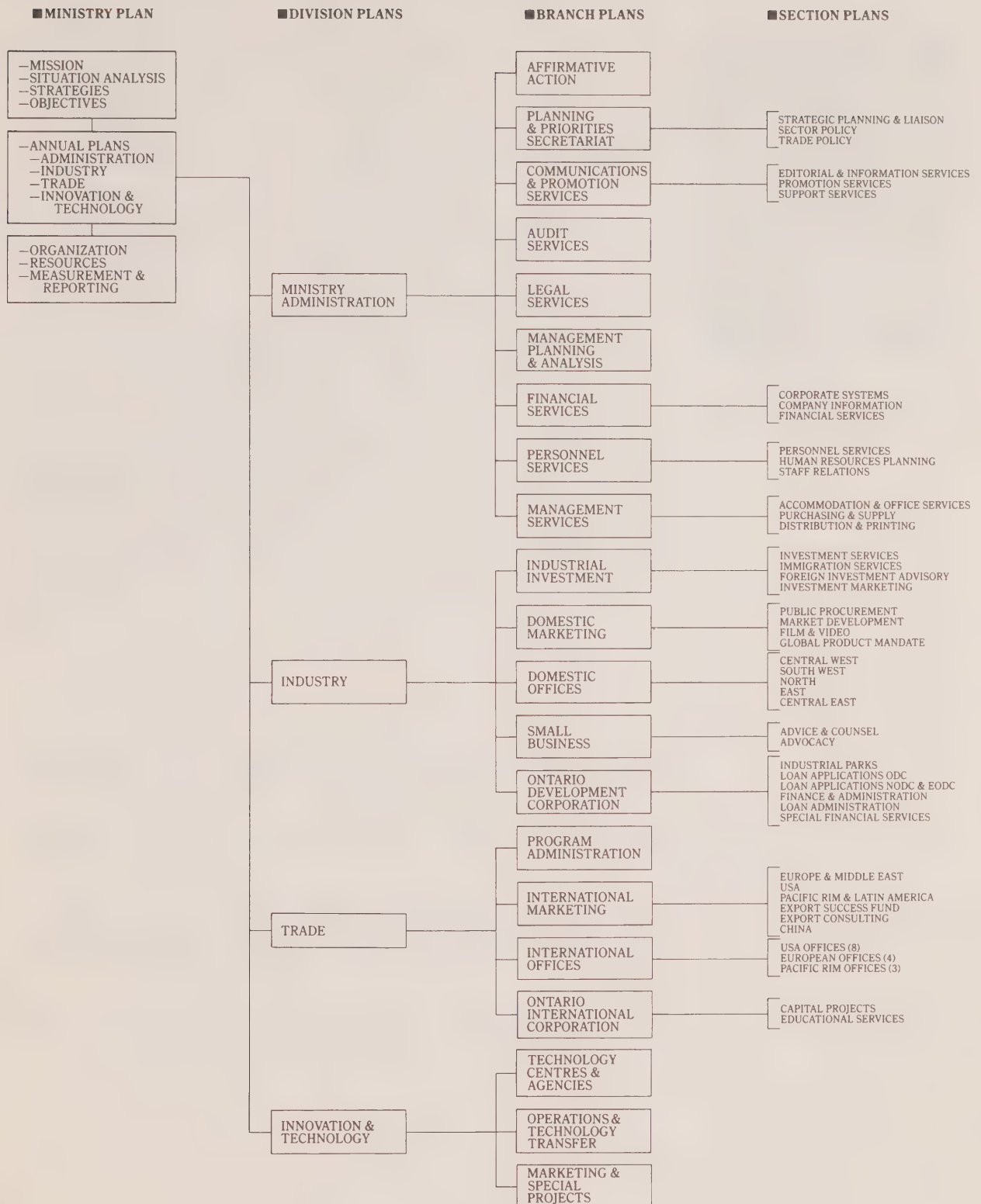
Each branch defines its own contribution to these targets in a “results abstract” and measures its progress regularly.

When export and domestic sales are assisted, new plants committed, joint ventures/licensing agreements signed, agents and distributors appointed, investments made, immigrant entrepreneurs established, and loans and contracts made by or with the assistance of the ministry, actual results are evaluated against targets that have been set for the year.

Quarterly reports which consolidate this data measure overall performance.

The performance of each individual is also reviewed regularly.

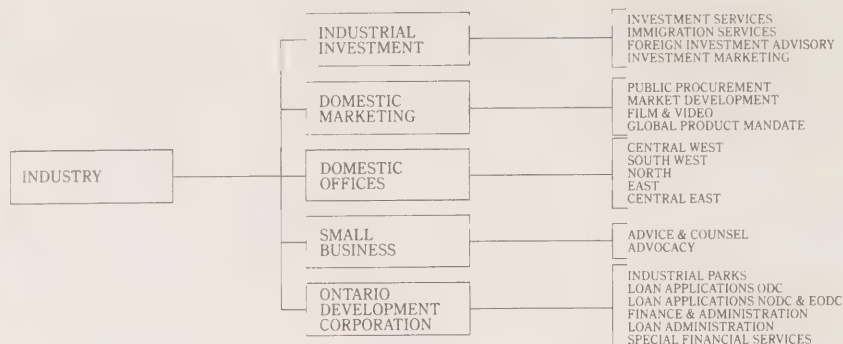




INDUSTRY DIVISION



Oetiker Ltd. produces automotive hose clamps. The automotive sector is Ontario's largest manufacturing industry.



The Industry Division is committed to developing small business; encouraging industrial investment, both foreign and Canadian; strengthening domestic industries and expanding the domestic market.

The Division has separate branches for Small Business, Industrial Investment; Domestic Marketing; and Domestic Offices.

In recognition of the growing importance of small business, the services offered by the Small Business Branch have been expanded to reach both manufacturing and service sectors. Seminars are held across the province to better prepare new business entrants, and new business start-ups are tracked to provide an information base for policy and program development. In addition, there is a new emphasis on advocacy—representing the concerns of entrepreneurs to governments at all levels.

RESULTS/ ACHIEVEMENTS FOR THE YEAR

Domestic Sales

Assisted sales in the domestic market, representing import replacement as well as film and video revenues, reached a total of \$732.8 million, 159 percent of the target for the fiscal year.

New Plants

The Division helped put 43 new plants in place, compared to the year's target of 25.

New Investment

Notable investments made during the year in review included Honda's \$100 million investment and AMC/Renault's \$760 million investment. Investments directly assisted by the ministry totalled \$220.15 million in 1984-85.

Other Manufacturing Arrangements

These consisted mainly of joint venture and licensing agreements. A total of 31 arrangements were completed, surpassing the target of 30.

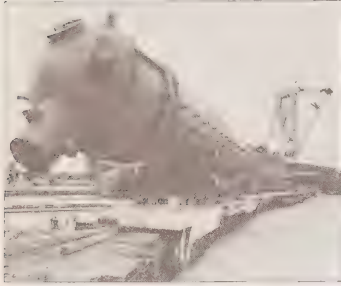
SUMMARY OF ACTIVITIES

The Industry Division achieves its goal of strengthening Ontario industries, both in domestic markets and abroad, through a combination of consulting programs, financial assistance and marketing tools.

These include:

- seminars and workshops on subjects such as starting a small business, buying or selling a business, marketing, and management;
- investment counselling on plant site selection, joint ventures and licensing agreements, mergers and acquisitions, immigration, as well as marketing advice to municipalities;
- financial assistance through the Ontario Development Corporations;
- trade shows and manufacturing opportunity shows, where public and private sector buyers display products for which they require a domestic source of supply;
- advocacy on behalf of small business to government at all levels.

TRADE DIVISION



Project cargo equipment awaits loading on board the Jumbo Shipping Line vessel Fairlane at the Port of Toronto's Pier 35 for delivery to Surulaya, Indonesia.

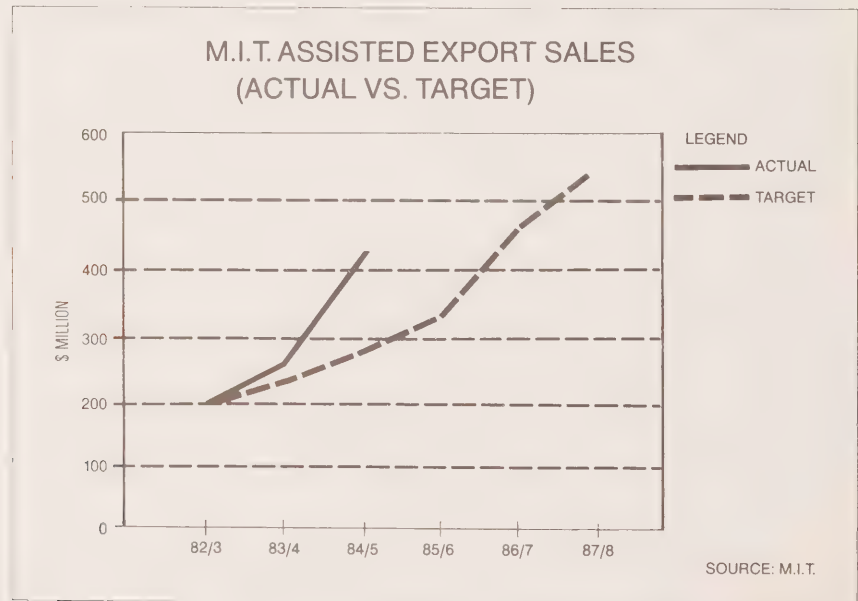


The mandate of the Trade Division is to motivate, coach and financially assist non-exporting companies to export; help existing exporters secure and expand their markets; promote the export of services in educational and capital projects, primarily in developing countries through the Ontario International Corporation; research and address trade-related issues such as non-tariff barriers and proposals for free trade with the United States; promote Ontario as an investment location through the 14 international offices.

The Division consists of the Assistant Deputy Minister's office (including Trade Planning and Research); the International Marketing Branch; the International Offices Branch; the Export Success Fund; and the Ontario International Corporation.

RESULTS/ ACHIEVEMENTS FOR THE YEAR

Trade Division assisted exports totalled \$415 million, or 153 percent of the annual target.



Agents Appointed

A total of 1023 agents and distributors were appointed in foreign countries with the help of Trade Division staff, compared to the year's target of 1130. These people play a crucial role in the export process.

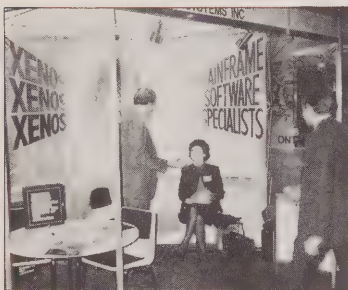
Industrial Plants

The International Offices reported future commitments to establish 61 plants in Ontario. As stated in the Industry section, the actual number of plants established in 1984-85 was 43, which exceeded the target of 25.

Immigrant Entrepreneurs:

Visas have been issued to 178 immigrant entrepreneurs, just short of the annual goal of 200. To date, an estimated 123 businesses have actually been established by these immigrants. This program is administered by the Industry Division, but foreign service staff in the international offices participate in the consultation and selection process in their territories.

SUMMARY OF ACTIVITIES:



An Ontario company's exhibit at an overseas computer trade show.

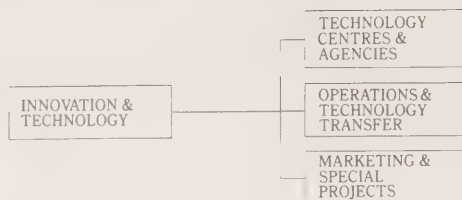
These figures show the cumulative impact of the consulting, program support and financial assistance programs of the Division.

Staff work with private sector firms to develop marketing plans and to address barriers to exporting which can include: unfamiliar foreign business practices; high "front end" costs such as market research, product modification and packaging; the need to develop foreign language literature; lack of awareness of distribution channels and market opportunities; and the need to develop sophisticated international marketing skills. Also, in sectors where a co-operative international marketing strategy is viable, staff consultants encourage the formation of export consortia.

In addition to consulting on these export-related issues, the Division has programs to support Ontario companies participating in trade fairs and missions, and export financing through the Export Success Fund.

The Ontario International Corporation supports Ontario companies participating in capital projects and educational services in developing countries around the world.

INNOVATION AND TECHNOLOGY DIVISION



The ministry supports the province's high technology industries. Nelma Data Corp.

With a staff of 18, the Innovation and Technology Division is much smaller than the other divisions. However, in the agencies it co-ordinates, including the Ontario Technology Centres*, the IDEA Corporation, and the Ontario Research Foundation there are more than 600 employees.

In light of this unique organizational structure, the staff of the Division at Queen's Park act as a senior management team.

Their mandate is to promote increased competitiveness in Ontario industry by supporting the development and application of modern industrial technologies. A key priority in this mandate is supporting innovation, especially in microelectronics, advanced industrial materials, biotechnology and optoelectronics.

The Division is made up of the Assistant Deputy Minister's Office; Marketing and Special Projects; and Technology Transfer and Operations. This latter unit is responsible for monitoring and co-ordinating the operations of the Ontario Technology Centres, the Ontario Research Foundation, and the IDEA Corporation.

*including the Ontario Centres for:

- Microelectronics
- Advanced Manufacturing (CAD/CAM; Robotics;
Canada/Ontario Technology Centre)
- Automotive Parts Technology
- Farm Machinery and Food Processing Technology
- Resource Machinery Technology

RESULTS/ ACHIEVEMENTS FOR THE YEAR

Links between industrial and academic research were strengthened as plans were made to develop innovation centres. To date, 22 such centres are being established across the province.

Three major policy documents were published during the year:

- *The Technology Challenge: Ontario Faces the Future*
- *Ontario Software Industry, Challenges and Choices*
- *Technology Transfer Mechanisms: An International Perspective*

The seventh technology centre, the Canada/Ontario Technology Centre in Windsor, was opened. It focuses on advanced manufacturing application in the tool, die and mold building and automotive parts industries.

Technology Centres

A total of 533 contracts, worth \$7.9 million, were signed by the Technology Centres during the year in review. The Centre for Resource Machinery Technology has approved investments of over \$2 million in 13 projects. These include eight venture capital investments and five research and development projects. Two hundred seminars and workshops were held with over 4,600 participants.

29 percent of the operating costs of the centres were covered by revenues, up from 11 percent in 1983/84. This exceeded their goal for the year by 5.5 percent.

The staff at the Technology Centres has grown over the past year from 155 to 185 in response to the increased demand for their services.

SUMMARY OF ACTIVITIES

Staff of the Innovation and Technology Division provide information on emerging technological trends to both government and business;

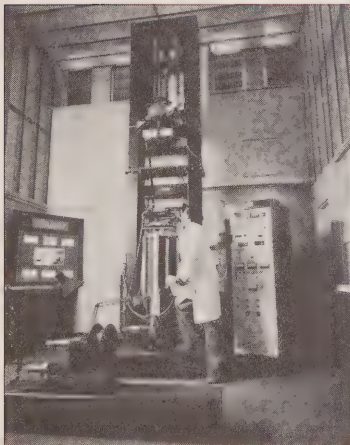
- develop, analyze and co-ordinate programs that implement provincial innovation and technology initiatives;
- build links between the agencies of the Division (IDEA Corporation, the Ontario Research Foundation and the Technology Centres) while maintaining an arms-length relationship with them;
- consult with business to ensure that government programs in this field have the support and participation of Ontario industry.

AGENCIES— THEIR ROLES DEFINED

The Technology Centres develop awareness and provide information, application assistance, demonstration and training to Ontario industry to enhance their competitiveness in applying technology.

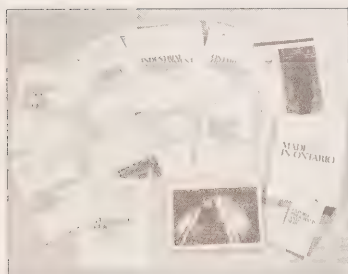
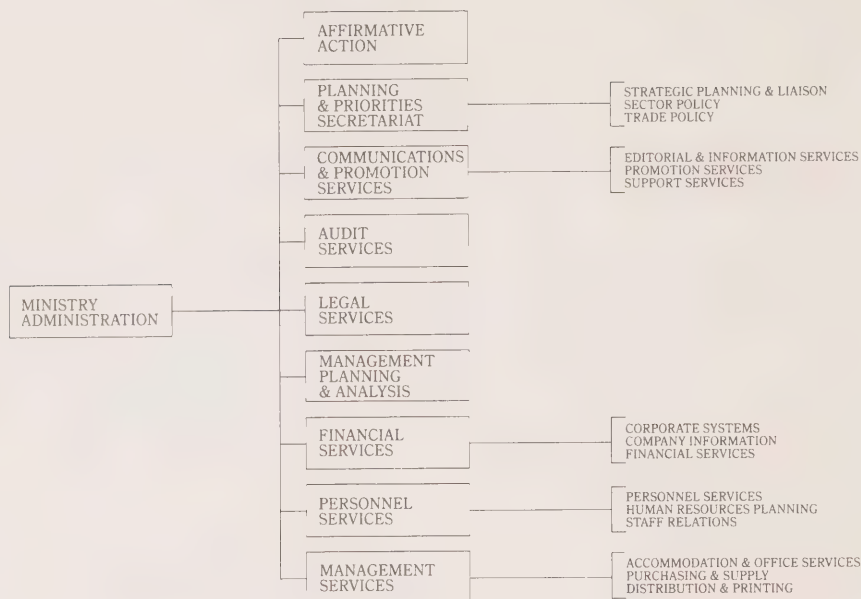
The Ontario Research Foundation provides prototype development assistance and advice on manufacturing technology through its contract research services.

The IDEA Corporation makes pre-venture capital available for commercializing innovations.



Ontario Research Foundation: Fibre drawing apparatus for hydrogen storage.

ADMINISTRATION DIVISION



The ministry produces useful guides for business people, investors and manufacturers.

The Administration Division consists of Affirmative Action; Audit Services; Management Planning and Analysis; Financial and Systems Services; Personnel Services; and Management Services.

Also considered part of the Ministry Administration are Legal Services, the Communications and Promotions Services Branch and the Planning and Priorities Secretariat.

The Administration Division provides timely, efficient and cost-effective financial and administrative support services for the Ministries of Industry, Trade and Technology and Tourism and Recreation, as well as some agencies of each. Its responsibilities include monitoring the business plans of each branch and division; ensuring that all aspects of the Ministry Management System are implemented; human resources planning, training, and upgrading of female employees through the Affirmative Action program; and providing objective, professional legal services to the Ministry and certain of its agencies.

The Administration Division is also responsible for providing financial, personnel, purchasing, audit, systems and a range of printing and distribution services for the Ministry of Tourism and Recreation.

RESULTS/ ACHIEVEMENTS FOR THE YEAR

Ministry Management System Human Resources Planning:

- Developed and implemented.
- A new planning process was developed and implemented, including a new performance review format.

Affirmative Action

- The classification of the Affirmative Action Manager was raised; the Manager now reports to the Deputy Minister.
- All targets for the year in review were exceeded. Eight women were hired as Industrial Development Officers versus a target of 4; 4 women were hired as foreign service officers over a target of 3; 13 women had accelerated career developments, over a target of 10.

Editorial, public relations and publicity activities are monitored, measured and summarized for ministry management each month.

PLANNING AND PRIORITIES SECRETARIAT

The Secretariat, which reports to the Deputy Minister, has separate units for sector policy, trade policy, and industrial policy and liaison. Staff provide strategic planning support to the ministry and help determine ministry priorities.

The Secretariat also develops policies and programs to improve the growth and competitiveness of Ontario's industries. Staff monitor and brief senior management on issues such as the proposed Canada-United States Free Trade Arrangement, foreign trade restrictions, industrial and regional development problems and opportunities, investment, and related government policies and programs.

COMMUNICATIONS AND PROMOTION SERVICES

The mandate of this branch is to communicate the ministry's role, programs and services to its various domestic and international audiences—the people of Ontario in general, the business community, and investors and buyers at home and abroad.

It does this through an integrated annual ministry-wide communications plan. This plan is designed with the line divisions through a systematic identification of their individual communications requirements.

Editorial and Information services staff handle media relations and public enquiry, and produce news releases, *Ontario Business News* (monthly), *Ontario Public Purchasing* (bimonthly), speeches, statements, two weekly internal newsletters, *Ontario Economic News* and *Nexus*, and bring in journalists from other countries.

Promotional services include ministry publications and design, audiovisual productions, domestic and international advertising campaigns, and arrangements for incoming delegations and special events.

STATEMENT OF EXPENDITURES

**STATEMENT OF
BUDGETARY
EXPENDITURES FOR
THE YEAR ENDING
MARCH 31, 1985**

MINISTRY ADMINISTRATION*

Main Office	\$1,295,630	
Financial Services	1,142,864	
Supply & Office Services	1,262,463	
Personnel Services	896,706	
Information Services	1,947,698	
Audit Services	403,920	
Analysis & Planning	1,543,058	
Legal Services	668,828	
Systems Development	<u>1,301,010</u>	
Total		\$10,462,177

INDUSTRY DIVISION

Program Administration	\$ 541,490	
Small Business	3,378,296	
Industrial Investment	2,090,095	
Domestic Marketing	2,892,010	
Domestic Offices	<u>3,874,124</u>	
Total		\$12,776,015

TRADE DIVISION

Program Administration	\$ 600,848	
International Marketing	11,392,671	
Ontario International Corporation	1,606,893	
International Offices	<u>9,254,255</u>	
Total		\$22,854,667

INNOVATION & TECHNOLOGY DIVISION

Innovation & Technology	\$ 957,884	
Ontario Research Foundation	<u>4,576,000</u>	
		\$ 5,533,884
TOTAL		<u><u>\$51,626,743</u></u>

*Includes administrative services provided to the Ministry of Tourism and Recreation.

DOMESTIC AND INTERNATIONAL OFFICES

DOMESTIC OFFICES

BROCKVILLE
Telephone: (613) 342-5522

HAMILTON
Telephone: (416) 521-7783

KINGSTON
Telephone: (613) 547-2248
Telex: 06-955185

KITCHENER
Telephone: (519) 744-6391
Telex: 06-955185

LONDON
Telephone: (519) 433-8105
Telex: 06-45636

NORTH BAY
Telephone: (705) 472-9660

ORILLIA
Telephone: (705) 325-1363

OTTAWA
Telephone: (613) 566-3703
Telex: 05-34859

OWEN SOUND
Telephone: (519) 376-3875

PEEL
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**THE ONTARIO MINISTRY OF
INDUSTRY
& TRADE**



Province of Ontario
Queen's Park
Toronto, Canada
M7A 2E1

CALON
IT
- A56



ANNUAL REPORT 1985/1986



ONTARIO
MINISTRY OF
INDUSTRY, TRADE
AND TECHNOLOGY



Pour recevoir la version française du présent
rapport annuel, communiquer avec la

Direction des communications et des services
de promotion

Ministère de l'Industrie, du Commerce et de
la Technologie

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CONTENTS

Minister's Message	2
Deputy Minister's Message	3
Overview	5
Ministry Mandate	
Issues	7
Encouraging Entrepreneurship and Small Business	
Expanding the Trade Horizons	
Competitiveness Science and Technology	
Organization Chart	8
Industry Division	11
Results/Achievements for the Year	
Trade Division	13
Results/Achievements for the Year	
Policy and Technology	15
Results/Achievements for the Year	
Administration Division	17
Results/Achievements for the Year	
Communications and Promotion Services	19
Statement of Expenditures	21
Domestic and International Offices	23



MINISTER'S MESSAGE

To His Honour
The Lieutenant-Governor
of the Province of Ontario

May it please Your Honour:

I am pleased to present you with the annual report of the Ministry of Industry, Trade and Technology for the fiscal year 1985-86.

This report details the role of the Ministry divisions and outlines the initiatives we have taken to assist the province's economic performance.

Bold action is necessary if we are to meet the challenge posed by competitors in the international marketplace.

My ministry has already taken important steps to ensure that Ontario will continue to prosper and that its entrepreneurs have the knowledge and the technology necessary for success in the coming decades.

Above all, we will co-operate with the business, labour and academic communities of our province to assure Ontario's standing among world economies.



We look forward to meeting that challenge.

A handwritten signature in dark ink, reading "Hugh P. O'Neil". The signature is stylized with a large, flowing "H" and "O".

Hugh P. O'Neil
Minister of Industry, Trade and Technology

DEPUTY MINISTER'S MESSAGE

The Honourable Hugh P. O'Neil
Ontario Minister of Industry, Trade and Technology

Dear Mr. Minister:

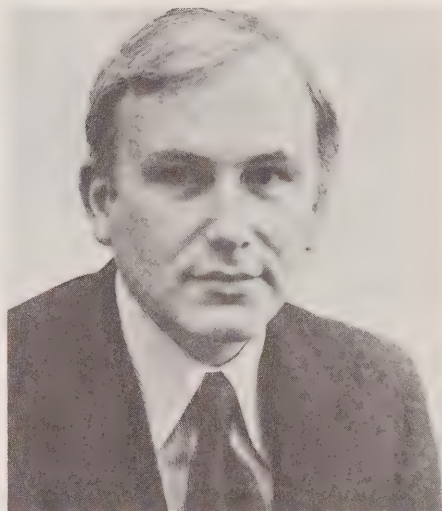
I am pleased to submit the annual report for the fiscal year ending March 31, 1986.

It includes a discussion of vital concerns facing the Ministry and the policies that address those issues.

Enhancing our status as a world-class competitor in international markets continues to be a top priority, especially in the highly competitive technology field.

The strongest initiatives announced in the Speech from the Throne underscore directly the mandate of this Ministry.

The following pages explain the important role that the Ministry plays and will continue to play in expanding business opportunities for all Ontarians.



Respectfully submitted,

A stylized, cursive handwritten signature in dark ink, appearing to read 'P. Lavelle'.

Patrick J. Lavelle
Deputy Minister



OVERVIEW

A world-class society in the 21st century.

Ontario has set a course that will enhance its place in the competitive markets of the next century.

A series of initiatives, announced in the recent Speech from the Throne and Ontario Budget, emphasize the fundamental challenges Ontario faces in order to realize its potential in a world economy.

Highlights of these forward-looking initiatives include:

- the creation of a Premier's Council that will steer Ontario into the forefront of economic leadership and technological innovation;
- the Council will direct a \$1-billion special technology fund that will support science and technology research in both industry and academia;
- the appointment of an agent general for the Pacific Rim, based in Tokyo, and the opening of an Ontario trade office in Seoul;
- renewed efforts to make Ontario entrepreneurs more competitive through Innovation Ontario, the New Ventures Program and the Ontario Investment Network.



Chinese President Li Xiannian and delegates meet Premier David Peterson, Minister Hugh P. O'Neil.

These ambitious initiatives complement the objectives outlined in the Ministry of Industry, Trade and Technology mandate.

This Ministry will play a major role in ensuring Ontario's status as a world business leader in the years to come.

MINISTRY MANDATE

The Ministry of Industry, Trade and Technology encourages accelerated introduction and application of new manufacturing technology; assists in product innovation and commercialization of new products and processes; promotes investment, both domestic and foreign; draws companies into exporting; supports trade through international offices, trade shows and missions; promotes and assists the for-

mation of small businesses and encourages expansion of the domestic market by identifying domestic source of supply.

In all its activities, the Ministry supports the growth of productive and stable employment in consultation and partnership with the private sector.

The Ontario Development Corporations, the Ontario Research Foundation, and the Ontario International Corporation submit separate annual reports to the Lieutenant-Governor-in-Council through the Ministry of Industry, Trade and Technology.

Minister Hugh P. O'Neil (centre) discusses Ontario-made components at the ministry-sponsored Manufacturing Opportunities Show, Toronto.



THE ISSUES

ENCOURAGING ENTREPRENEURSHIP AND SMALL BUSINESS

A lot of Ontarians are good at being the boss.

In fact, the province's small business owners directly affect the livelihood of over four million residents. This sector is a leading source of opportunity for women, young people and minorities.

New small business created over 180,000 new job opportunities and generated \$500 million worth of new investment in 1985.

However, both established and new small businesses stand to benefit from more aggressive measures to assist and support entrepreneurial ventures, particularly in the burgeoning service sector.

Northern and Eastern Ontario small business efforts require specially-focused measures that will stimulate new and existing enterprises and increase their competitive edge.

EXPANDING THE TRADE HORIZONS

If your dance card only has one name on it, be prepared to sit a few out.

With two-way trade between Ontario and the United States stepping to the tune of \$108 billion last year, Ontario continues to be the United States' second most important trading partner, after Canada as a whole.

But Ontario's economic success depends on our ability to sell our goods and services in a larger and

fiercely competitive global market.

The wider the variety of goods, services and trading partners, the better.

The Ministry, through its network of trade and investment offices, works with business to increase exports to the U.S. and European markets, and strengthen our ability to draw on American and European technology.

We must expand our trade horizons, particularly in the newly industrialized and highly competitive Pacific Rim countries.

To that end, stronger investment, trade and technology and cultural links are to be established with the Pacific Rim nations, the fastest growing market in the world.

COMPETITIVENESS SCIENCE AND TECHNOLOGY

High technology economy or leading-edge obsolescence? In the new economic world the choice is simple.

Ontario industry works to secure a place among world-class competitors, assuring its membership in an international high technology economy.

However, Ontario industry lags behind the leading industrialized nations in the rate of application, development and adoption of new technology.

Increasingly, the Ministry works in partnership with industrial leaders and many different sectors, adopting policies and strategies that reinforce private sector initiatives. These efforts focus on enhancing programs that develop new products, new markets and new suppliers.

But translating Ontario industry into a viable international high tech currency will require a commitment to four priority challenges over the next few years.



Tokyo: Minister Hugh P. O'Neil greets Japan's Kazuo Wakusugi, Vice-Minister, International Affairs, Ministry of International Trade and Industry.

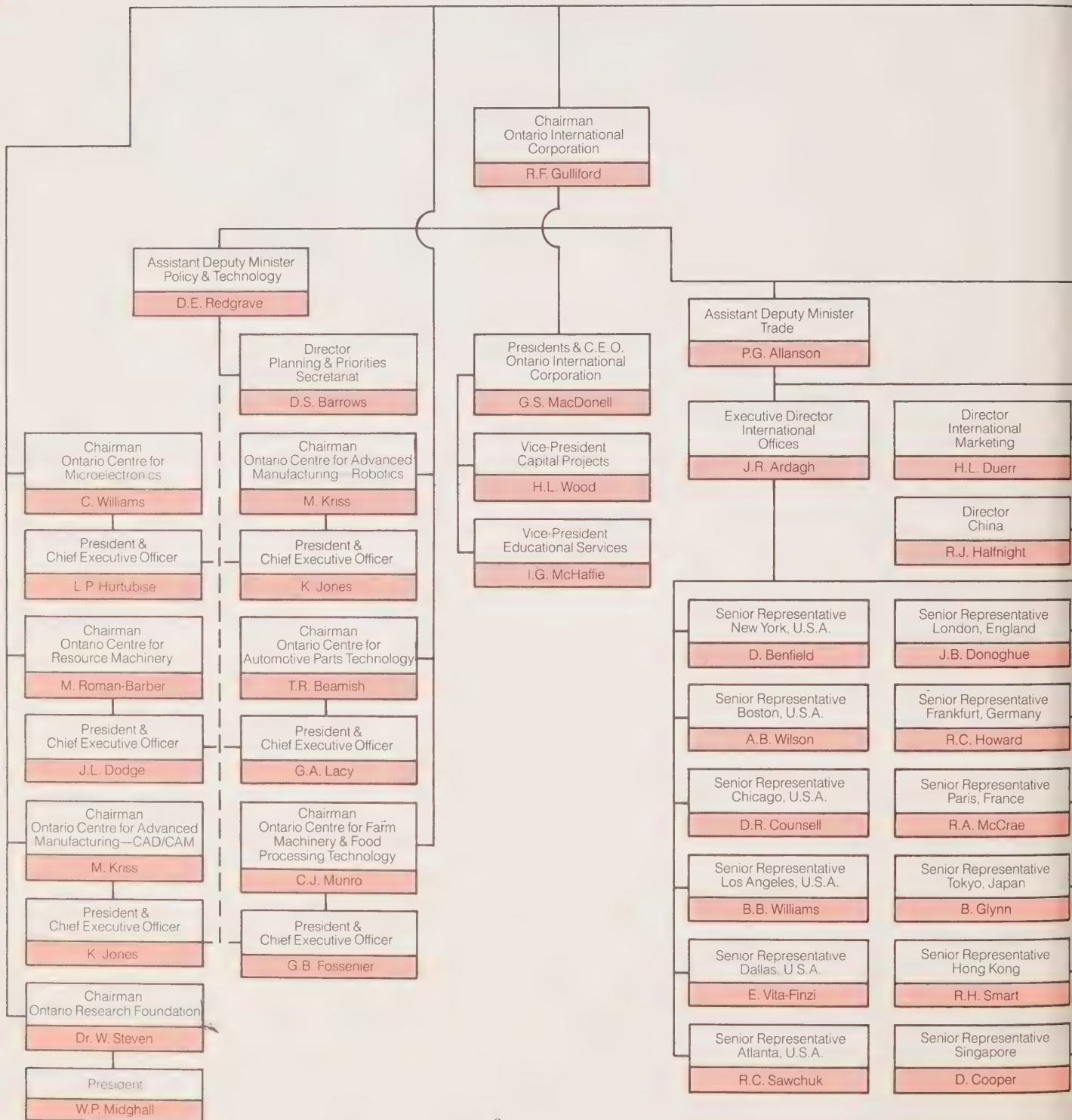
- better use of existing skills and economic, social and cultural structures to accelerate the development of science and technology;
- emphasis on growth of new high technology industries through research and development;
- introduction of new technologies into existing and aging processes and products, especially in the resource sector, to revitalize and remain competitive;
- accelerating the at-large adoption of technology by Ontario industry.

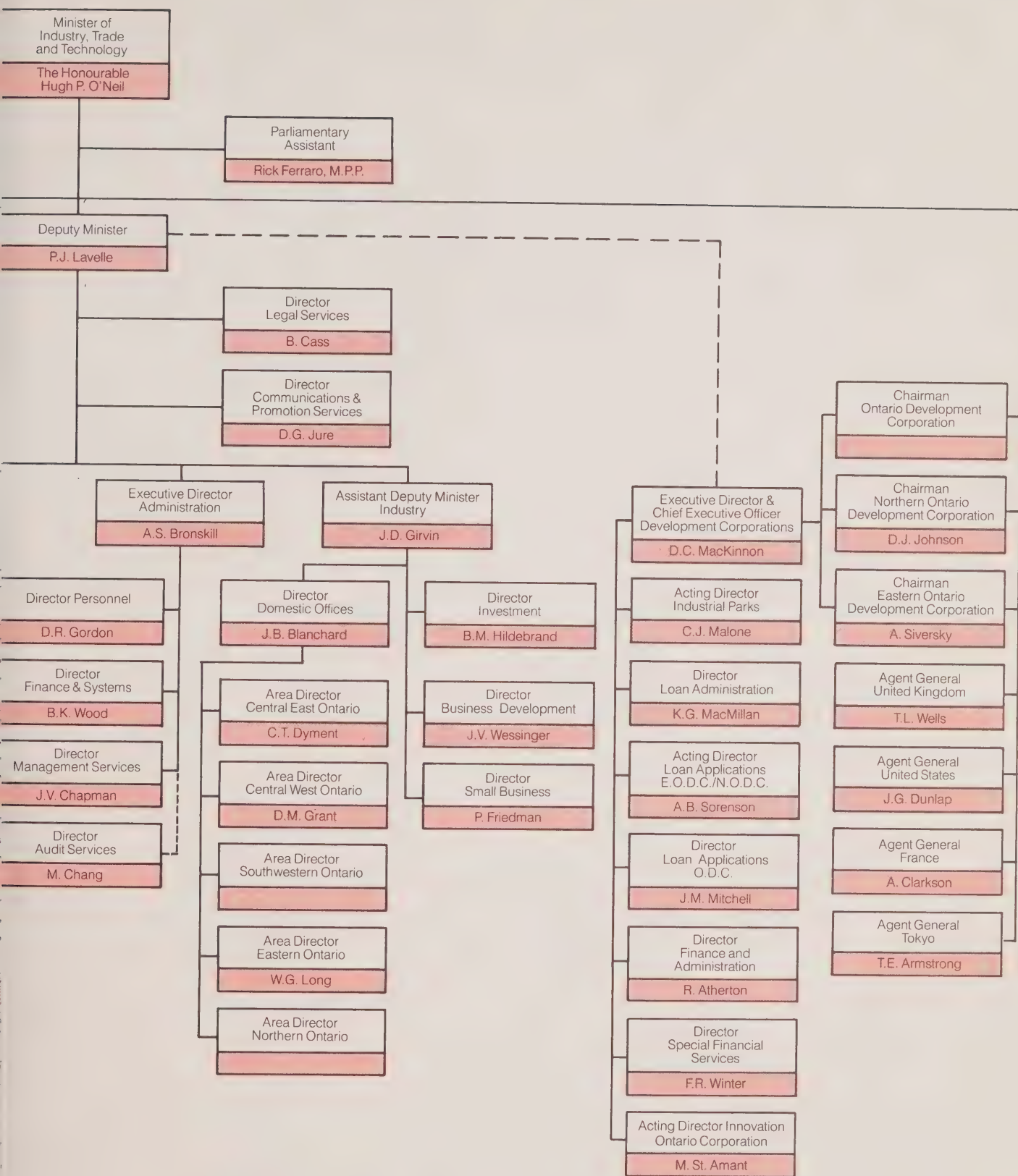
Underpinning Ontario's evolution as a high technology economy is the co-operation between government, industry, labour, and universities and colleges to ensure existing resources are exploited to maximum benefit for all Ontarians.

West German investors arrive to study new enterprises and partnerships in Ottawa, Ontario.

ORGANIZATION CHART

AS OF JULY 1986







INDUSTRY DIVISION

More than half of all the new jobs created in Ontario over the last ten years were generated by small business.

Small business is big business.

The Industry Division's full mandate, which contains a commitment to developing small business, includes: encouraging industrial investment, both foreign and Canadian; strengthening domestic industries and expanding the domestic market.

Support for the small business sector was enhanced significantly with the formation of the Committee of Parliamentary Assistants for Small Business.

Chaired by Rick Ferraro, MPP, Small Business Advocate and Parliamentary Assistant to the Minister of Industry, Trade and Technology, the Committee promotes the interests and concerns of business to government and the public.

Bolstering this Division's commitment to small business, the Speech from the Throne announced several initiatives that address the needs of this vital sector.

Recognizing that lack of capital is one of the most significant barriers to growth faced by small firms, The Ontario Investment Network was formed.

In conjunction with the Ontario Chamber of Commerce, the self-sustaining organization will link entrepreneurs seeking capital for new and expanding companies with private equity investors.

The province-wide network will help small business find out more about market conditions and government programs.

The Ministry has reorganized the Ontario Development Corporations, extending their new-business funding potential through the New Ventures program.

New Ventures guarantees bank loans of up to \$15,000 for small business start-ups across the province.

A Community Economic Transformation Agreements (CETA) program will be renewed and broadened. Coupled with the expanded role and programs of ODC, it is expected that northern and eastern Ontario communities will be able to undertake initiatives to revitalize local economies.

Business Ownership for Women, a series of seminars and conferences that explore the business interests of novice and established women entrepreneurs, was initiated by the Ministry this year.

The Immigrant Entrepreneur Program was adjusted to include a new "investor" category of immigrant, providing added opportunities for the formation of new ventures in Ontario.

RESULTS/ACHIEVEMENTS FOR THE YEAR

Domestic Sales

Assisted sales in the domestic market were up slightly from last year in all three areas: Domestic Offices by 22 percent; Business Development by 25 percent; and Small Business by 84 percent.

New Plants

Plants commencing operation totalled 68, up 59 percent from last year and 24 percent ahead of target. New plant commitments of 43, although higher than last year, were lower than the target of 54. The Toyota Motor Corporation announcement of \$400 million-



Rick Ferraro, Parliamentary Assistant to the minister, initiates New Ventures program for small business.

investment in Cambridge added to total commitments of \$513.4 million. The average dollar value of investment intentions was slightly over \$2 million per plant commitment.

Other Manufacturing Arrangements

Manufacturing arrangements totalled 32, well below the target of 56. However, at \$23.2 million, the value of these arrangements exceeded forecasts by 63 percent.

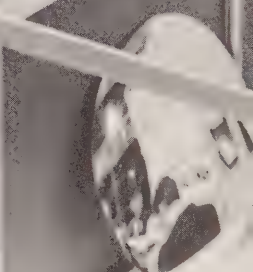
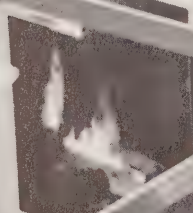
Immigrant Entrepreneurs

Continuing at record levels, the number of immigrant entrepreneurs totalled 232, up 88 percent from last year. Investment per immigrant entrepreneur averaged \$350,000, an increase from \$270,000 last year.

ONTARIO
canada



Fire Protection



Security Information Systems



TRADE DIVISION

Ontario receives more American exports than all the countries of the European Community combined.

At the other end of continental trade flow, the U.S. market accounts for more than 90 percent of Ontario's exports.

While we focus on the American market, our exports to the Pacific Rim and the European Community account for only 2.3 percent and 3.4 percent of total Ontario merchandise exports respectively.

Our technology and service sector trade deficits grow every year.

The Trade Division objective, expanding Ontario's trade horizons, has never been more crucial.

The mandate of the Trade Division is to motivate, coach and financially assist non-exporting companies to export; help existing exporters secure and expand their markets; promote the export of services in educational and capital projects, primarily in developing countries through the Ontario International Corporation; research and address trade-related issues; promote Ontario as an investment location.

The Ontario government, through this Division's network of 12 international offices, will work with business to enhance our access to the U.S. and European markets and strengthen our ability to draw on U.S. and European technology.

Targeting the enormous Pacific Rim market, the Speech from the Throne announced a series of initiatives that amplify the goals of the Trade Division.

In September, 1986, Premier David Peterson and Hugh P. O'Neil,



Down under: Ontario mining equipment manufacturers view Australian mining operations in Queensland.

Minister of Industry, Trade and Technology, will lead a major government mission, involving senior business and labour leaders, to the Pacific Rim.

Follow-up initiatives for Pacific Rim trade development include the appointment of Thomas Armstrong as agent general in Tokyo and the establishment of a trade office in Seoul.

A Capital Ambassadors Program will sponsor young engineering and consulting graduates from Pacific Rim countries to come to Ontario and receive training with provincial firms.

The Pacific Rim Outreach Program will allow graduates and commercially-oriented young people the opportunity to learn the languages and business practices of the region.

To aid in the drive for exports, the Ontario International Corporation is focusing attention on selling skills developed by the province in areas such as policing, public transportation and health care.

Ground has been broken for the Ontario/Jiangsu Science and Tech-

nology Centre in Nanjing, the capital of the People's Republic of China province, Jiangsu.

The Centre will assist in the transfer of Ontario's technology to Jiangsu and lead to increased trade between the two provinces.

RESULTS/ACHIEVEMENTS FOR THE YEAR

Assisted Export Sales

The Trade Division assisted exports totalling \$567 million, 49 percent greater than the target.

New Exporters

The Division assisted 195 companies to become new first-time exporters; 241 entries into additional new markets; and 359 expansions of existing markets.



POLICY AND TECHNOLOGY

The number of components in an average silicon chip doubled in 1985—just as it has for the past 20 years.

Keeping up with rapid and innovative technological advance is vital to Ontario's status as a world-class competitor in international markets.

The Ministry's seven Technology Centres and 22 Innovation Centres are a solid response to the technological challenge.

Recognizing the need to accelerate the introduction and application of competitive technology, the Ontario Government last year created the Ministry's Innovation and Technology Division, now the Policy and Technology Division.

A challenging mandate continues to set the Division's future-specific agenda: promoting increased competitiveness in Ontario industry by supporting the development and implementation of modern industrial technologies.

The dominant initiatives contained in the Throne Speech champion the Policy and Technology Division mandate.

Highlights of those initiatives include: a \$1-billion special technology fund to support science and technology research in the private sector and post-secondary institutions; the establishment of a Premier's Advisory Council

to steer Ontario into the forefront of economic leadership and technological innovation.

The Council, composed of experts in the fields of education, business, science and government, will provide Cabinet with recommendations on strategic technology directions and the investment of the \$1-billion fund over the next decade.

Innovation Ontario Corporation is also set to play an important role in the province's new technology agenda.

The Corporation will offer financial and other assistance for technology projects that have commercial potential but which are not sufficiently developed to attract conventional investment.

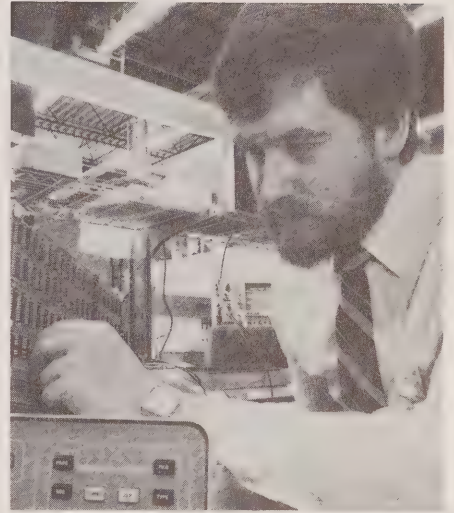
The Ministry's newly-combined Policy and Technology Division will provide technology policy advice directly to the Premier's Advisory Council; support technology training of private sector management; provide policy framework for community economic development programs; strengthen inter-ministry and inter-government policy co-ordination; improve Ministry capacity to deliver programs by balancing initiatives with existing policy; and focus Ontario's role in the Canada-U.S. free trade negotiations.

In all its efforts, the Division works to combine the expertise of educational institutions, business, labour and government to create prosperity and opportunity for Ontario technology.

RESULTS/ACHIEVEMENTS FOR THE YEAR

Technology Centres

The seven Technology Centres, signed a total of 689 contracts with a value of \$9.7 million this year.



Ontario's advanced microelectronics equipment wins acceptance in major world markets.

The Centres, agencies of the Division, are generating an international reputation as they continue to develop awareness and provide information application and assistance, demonstration and training to Ontario industry.

Innovation Centres

Approaching the first anniversary of operations, Ontario's 22 Innovation Centres have received almost \$3 million in funding, part of a three-year budget that totals \$6,723,500.

Located on post-secondary campuses across the province, the Innovation Centres' job is to commercialize products, processes and services while linking industrial and academic research.



ADMINISTRATION DIVISION

The Administration Division consists of the Audit Service Branch, Finance and Systems Branch, Personnel Branch, Management Services Branch and the Management Planning and Analysis Group.

The Division provides timely, efficient, cost-effective financial, administrative and personnel services in support of the Ministry's programs and some of its agencies.

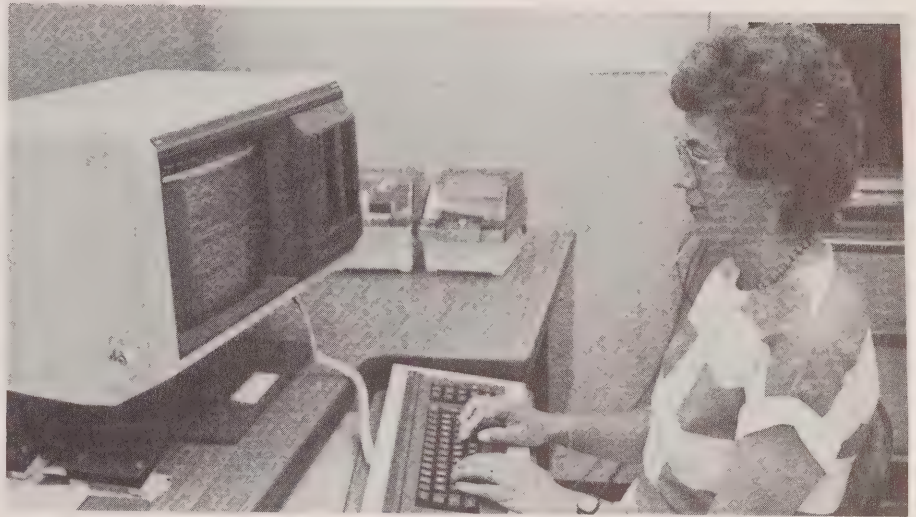
Responsibilities include co-ordination and maintenance of the Ministry's business plan, human resources planning, purchasing, foreign offices accommodation, financial management, information technology development and audit review.

The Administration Division also provides financial, purchasing, systems development and a range of printing and distribution services for the Ministry of Tourism and Recreation and some of its agencies.

RESULTS/ACHIEVEMENTS FOR THE YEAR

The Administration Division published the *Made in Ontario* Directory, increasing the number of companies listed to 10,000 and the number of products to 35,000.

Administrative procedures governing the Ministry's international



Ontario entrepreneurs gain local assistance from 18 ministry offices throughout the province.

offices were formalized and implemented. As well, a feasibility study and implementation strategy for a new Ministry financial information system were developed and approved.

The Information Technology Strategic Plan was developed and is ready for formal approval.

To test the Company Information Market Intelligence System, prototype use trials were started in key locations.

Several special audits of government agencies were completed successfully.

All Affirmative Action targets for the year in review were exceeded. Fourteen women were hired as industrial development officers versus a target of 10; 2 women were hired as financial officers over a target of 1; 17 women had accelerated career developments over a target of 10.



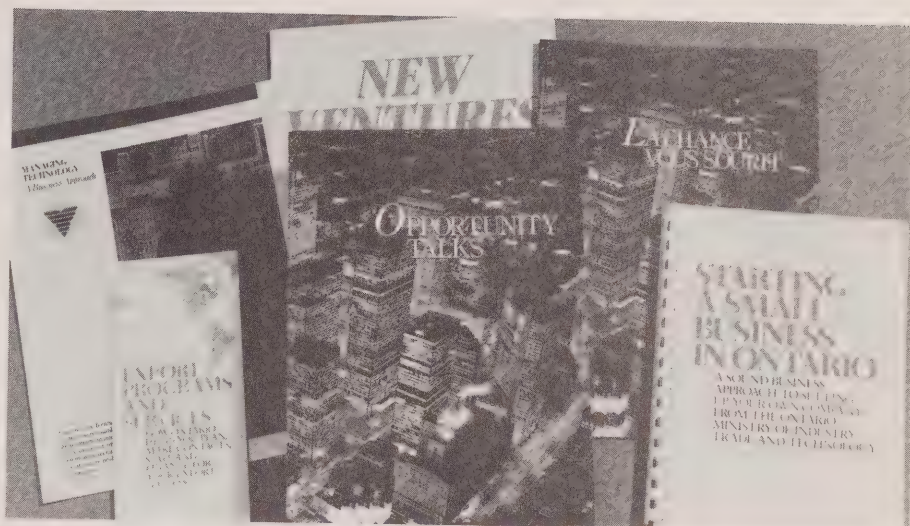
COMMUNICATIONS AND PROMOTION SERVICES

The mandate of this Branch is to communicate the Ministry's role, programs and services to its various domestic and international audiences, Ontarians in general, the business community and investors and buyers at home and abroad.

Editorial and Information Services staff handle media relations and public enquiry and produce news releases, speeches, statements, *Ontario Business News* (monthly), *Ontario Economic News* (weekly), *Ontario Public Purchasing* (quarterly), *Small Business Ontario* (quarterly), and maintains an incoming writers program for foreign journalists.

Promotional Services is responsible for Ministry publications and design, audiovisual productions, domestic and international advertising campaigns and arrangements for incoming delegations and special events.

Expo 86 in Vancouver, with its transportation and communications theme, was the predominant special event on the promotion services agenda this year. Promotion Services prepared Expo promotional literature and materials for the Ontario Pavilion and World Business Showcase at the world's fair.



Publications of the ministry attract investment, support business enterprise, encourage export expertise.





STATEMENT OF EXPENDITURES

MINISTRY ADMINISTRATION*

Statement of budgetary
expenditures for the year
ending March 31, 1986

Main Office	\$ 1,514,894
Financial Services	1,267,486
Supply & Office Services	1,085,456
Personnel Services	914,116
Information Services	1,540,489
Audit Services	503,902
Analysis & Planning	1,861,436
Legal Services	652,300
Systems Development	1,685,128
Total	\$11,025,207

INDUSTRY DIVISION

Program Administration	\$ 227,886
Small Business	3,616,406
Industrial Investment	25,737,964
Domestic Marketing	3,256,215
Domestic Offices	4,010,850
Total	\$36,849,321

TRADE DIVISION

Program Administration	\$ 490,907
International Marketing	13,420,063
Ontario International Corporation	1,654,011
International Offices	11,316,832
Total	\$26,881,813

INNOVATION & TECHNOLOGY DIVISION

Innovation & Technology Development	\$ 3,090,392
Ontario Research Foundation	4,376,000
Total	\$ 7,466,392
TOTAL	\$82,222,733

*Includes some administrative services provided to the Ministry of Tourism and Recreation.





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DOMESTIC OFFICES

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Telephone: (416) 521-7783

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KITCHENER

Telephone: (519) 433-8105

Telex: 06-955185

LONDON

Telephone: (519) 433-8105

Telex: 06-45636

NORTH BAY

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Telephone: (705) 325-1363

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Pacific Rim

HONG KONG

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Telex: 802-61871

SINGAPORE

Telephone: 65-734-2157

TOKYO

Telephone: 81-3-436-4355

Telex: 72-27145



**MINISTRY OF INDUSTRY,
TRADE AND
TECHNOLOGY**



Province of Ontario
Queen's Park
Toronto, Canada
M7A 2E1

Hugh P. O'Neil
Minister
Patrick J. Lavelle
Deputy Minister

CA 28N
IT
-A56

MINISTRY OF INDUSTRY, TRADE AND TECHNOLOGY



ANNUAL REPORT

1986 - 1987

**ONTARIO'S
BUSINESS**

More than Competitive!

CONTENTS

Minister's Message	1
Deputy Minister's Message	2
Mission Statement	3
Northern Industry	4
Policy and Technology	6
Industry and Trade Expansion	8
Small Business, Services and Capital Projects	10
Administration	12
Communications	14
Statement of Expenditures	15
Organization Chart	16
Ministry of Industry, Trade and Technology Offices	18

MINISTRY PUBLICATIONS

Business Ownership for Women Report • Export Programs and Services • How to Do Business in China • How to Do Business in the U.S. • How to Export to the Border States • Insure Your Success • Made in Ontario/Canada • New Ventures • The North in North America • Opportunity Talks • Starting a Small Business in Ontario • The State of Small Business • Small Business Consulting • Small Business Ontario • Small Business Services • The Technology Fund • The Trade Expansion Fund for Overseas Markets • The Trade Expansion Fund for Northern Ontario

MINISTER'S MESSAGE

His Honour
The Lieutenant-Governor
of the Province of Ontario

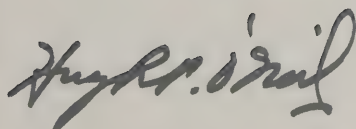
May it please Your Honour,

I am pleased to present the annual report of the Ministry of Industry, Trade and Technology for the fiscal year 1986-87.

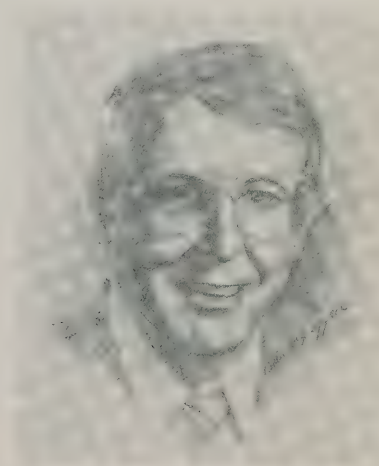
The report outlines the Ministry's objectives, describes how they were met, and provides highlights of each Division's initiatives.

Maintaining Ontario's favourable relationship with a rapidly changing global economy is our constant challenge. My Ministry continues to ensure that Ontario is properly positioned to take advantage of the opportunities that this dynamic new economic order brings.

This past year was a particularly active one. A restructuring of the Ministry's divisions was completed, and the result is an organization well-equipped to help Ontario meet the challenges of the future.



Hugh P. O'Neil
Minister of Industry, Trade and Technology



DEPUTY MINISTER'S MESSAGE

The Honourable Hugh P. O'Neil
Minister of Industry, Trade and Technology

Dear Mr. Minister,

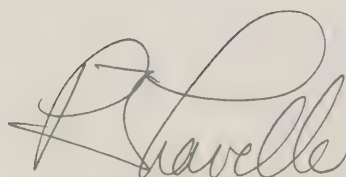
It is my pleasure to submit the annual report for the fiscal year ending March 31, 1987.

The report emphasizes the efforts made to broaden the Ministry's scope to include all sectors of the economy. Our initiatives are aimed at serving both the manufacturing and service industries, from the smallest family business to large corporations. Regional concerns have been addressed, through actions such as the formation of the Northern Industry Division. Important strides have also been made in the areas of French language services and employment equity.

The Ministry's programs and policies reflect the mandate and priorities announced in the Speech from the Throne. They are also the result of extensive consultation with the business, labour, and academic communities.

The results of the Ministry's activities for the past year are explained in detail in the following pages.

Respectfully submitted,



Patrick J. Lavelle
Deputy Minister



MINISTRY OF INDUSTRY, TRADE AND TECHNOLOGY

MISSION STATEMENT

To help the Ontario economy become more competitive in the global market in order to enhance the standard of living, support the growth of quality employment and ensure a favourable investment climate in the province.

The Ministry accomplishes this by:

- attracting productive new investment, both domestic and foreign;
- promoting the development and diversification of regional industry to address economic disparities;
- working with business and labour in meeting the challenges of global industrial restructuring;
- encouraging and assisting in the expansion of small business and the service sector;
- developing both new and existing export markets;
- stimulating increased productivity through the development and application of new technologies;
- expanding trade horizons;
- reviewing and adjusting Ministry programs;
- improving competitiveness by attracting new people and retraining the existing workforce;
- ensuring the cost-effective use of the province's resources.



NORTHERN INDUSTRY

LOCAL SOLUTIONS FOR LOCAL PROBLEMS

Ontario's vast geographical area and diverse economy demands local action to address local problems. The Northern Industry Division, created in the latter part of 1986, delivers the Ministry's programs to the distinctly different northern part of the province.

The resource-based economy of Northern Ontario is dominated by the forestry and mineral industries.

Since both sectors compete in a global environment, their economic health is directly related to commodity prices. Economic diversification, encouragement of all types of small business, development of new export markets and products, and import replacement are just a few of the strategies that will reduce the region's dependence on its key industries.

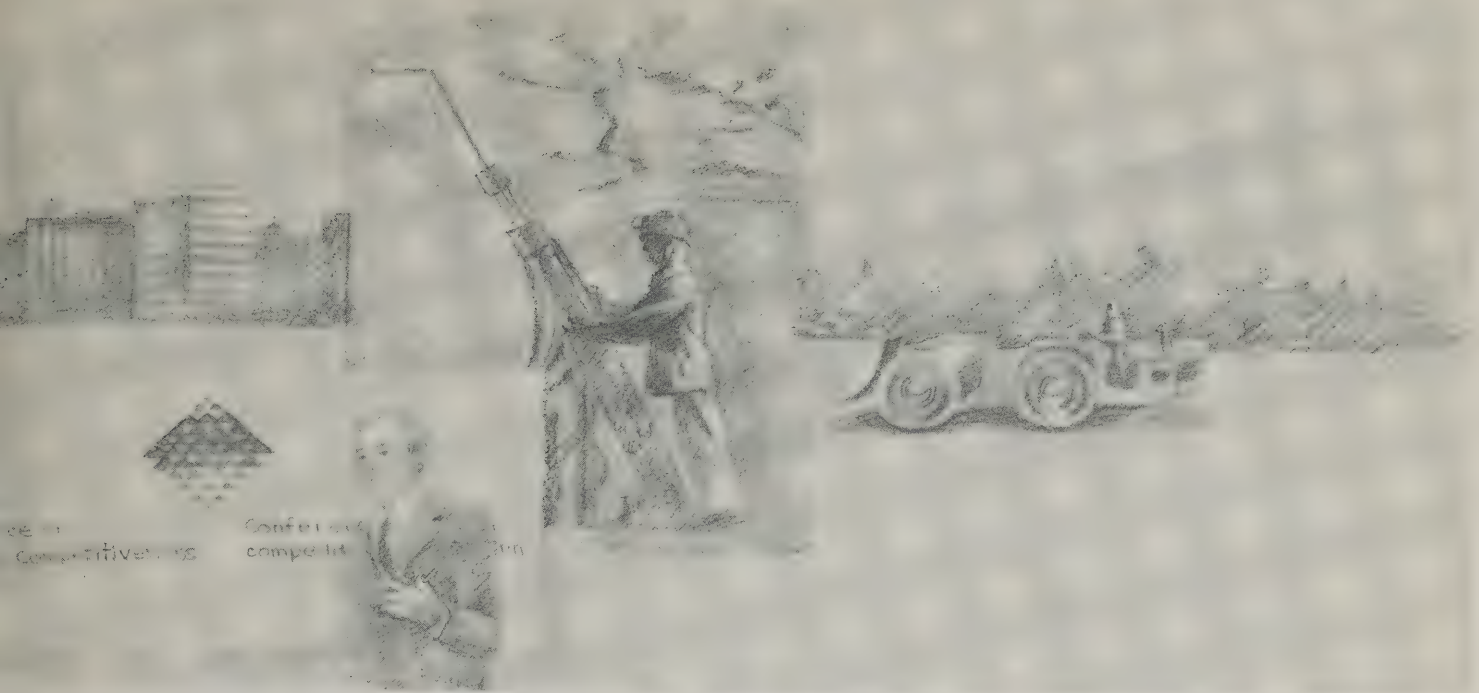
Continuous contact at the regional and local level allows Northern Division staff to identify economic challenges and opportunities early on, and assist in providing "Made in the North" responses. Offices in Sault Ste. Marie, North Bay, Sudbury, Thunder Bay, and Timmins are the first point of contact for northern industry, municipalities, and economic development associations. This local involvement and contact is vital to the successful delivery of MITT's programs and services to the North.

The Division's staff has a wide

range of responsibilities. Business consultants in each office concentrate on the Ministry's traditional priorities of export development and new industrial investment. In addition, three new priorities for the Northern Division have emerged in the past year:

- assisting the start-up of new small businesses in all sectors;
- increasing the rate of innovation and application of new technology in manufacturing;
- working with municipalities to plan and achieve economic development goals.

The Division has developed a number of strategies to achieve these goals. Its business consultants are taking an active role in assisting the start-up of small business, through delivery of the Ministry's various small business programs. Foreign and



domestic investment in the North is promoted through investment marketing activities. Each major municipality is contacted at least twice a year, and each of the Ministry's Company Information System clients at least once a year.

The Northern Division has a unique role in the Ministry, working in virtually every program and policy area. It also acts as the Ministry's window on the north, keeping Queen's Park well-informed on northern economic activity.

Regular reports are sent to Toronto, noting plant expansions, new sales contracts, layoffs, closures, and other issues that merit attention. Company Information System data on northern companies is also regularly updated by Division personnel.

More than 400 northern business, labour, and community leaders gathered in Sault Ste. Marie last November for the Premier's Conference on Northern Competitiveness. Organized by MITT, the conference featured lively discussions on methods to encourage economic growth and the self-reliance of northern communities.

A solid cross-section of viewpoints was heard at the conference, with representatives from business, labour, and government. Speakers included Premier David Peterson; Bo Ekman, senior vice president of corporate planning at Volvo Corporation; Ira Magaziner, a world-renowned business strategy consultant; Leo Gerard, United Steelworkers of America; and Michael Atkins, Northern Ontario Business.

Mr. Ekman discussed the

"successful transition" industrial development model, which requires the intelligent combination of people, technology, and investment.

"It is my opinion that the new technologies are opening up new opportunities, new market segments, and new competitive cost relations," said Mr. Ekman. "Instead of a post-industrial society, we are moving into a neo-industrial society. And the question is, who is best equipped to take advantage, and how it will be done."

As Premier Peterson noted in his closing address, the government is prepared to play its role in northern development, but "the leadership and the co-operation has to come from here. What you do not want is a made-in-Toronto solution to local problems."



POLICY AND TECHNOLOGY

COMPETING THROUGH INNOVATION

Attracting new industry requires more than a skilled labour force, central location, and large local markets, three of Ontario's prime advantages. Today's successful industries are technology-driven, requiring extensive research and development resources.

With this in mind, MITT's newly-created Policy and Technology Division had three clear objectives in 1986-87:

1. strengthen the government's R&D role in terms of industry, trade, and technology policy;

2. establish a co-ordinated policy development role in industrial technology;
3. conduct a major review of the province's Technology Centres with the objective of improving their effectiveness and efficiency.

The Division comprises the Technology Policy Branch, Industry and Trade Policy Branch, and the Strategic Planning Secretariat. Each played a significant role in meeting the Division's goals.

The development of Ontario's policy on free trade with the United States continued to be a major priority last year.

The Division organized the government's response to the free trade issue for federal/provincial consultations, and mobilized research and policy development for the province's liaison with the Continuing Committee on Trade Negotiations. Extensive studies on the ramifications of free trade for various industries were carried out with the private sector.

The Division also provided advice

on specific areas of trade irritants covering softwood lumber, steel, autos, uranium, and other sectors. Extensive consultation with the private sector, and where appropriate, with other governments, was carried out to analyze the potential impact of U.S. actions against these industries.

Important progress was also made in discussions to reduce inter-provincial trade barriers. Extensive consultations with various working groups and the federal government were completed. These discussions have laid a foundation for more intensive negotiations on the scope of an inter-provincial memorandum of understanding.

The signing of the National Science and Technology policy was another highlight of the Division's year. Ontario is a member of all seven working groups established by the federal-provincial Council of Ministers of Science and



Technology, and chairs the committee on Strategic Technologies for the Resource Sector.

The Policy and Technology Division also completed major studies on the state of Northern Ontario's secondary manufacturing, forest products, steel, and mining industries. The North's capital requirements and labour-management relations were also examined. An overview study was distributed to participants at the Premier's Conference on Northern Competitiveness, which the Division organized in co-operation with the Ministry of Mines and Northern Development.

The Division also completed the first stages of a major review of the province's five Technology Centres. The Centres, which signed a total of 776 contracts worth \$11.8 million this year, are now making the transition to new business plans that will see streamlined fiscal operations over the next three years.

Chaired by Premier David Peterson, the 28-member Premier's Council has a clear mandate: to steer Ontario into the forefront of economic leadership and technological innovation. Personnel for the Council are provided by two groups within the Ministry of Industry, Trade and Technology: the Premier's Council Technology Fund, and the Premier's Council Secretariat. Both groups report to Deputy Minister Patrick Lavelle, who is Secretary to the Council.

The Technology Fund has a \$1-billion, 10-year budget, aimed at putting the province's R&D capabilities at the forefront of new technology. A major step in that direction was the approval of funding for seven Centres of Excellence, joint ventures that bring together the drive and energy of Ontario's academic and business communities. The seven centres selected by the Premier's Council are:

- Centre for Advanced Laser and Light-wave Research, University of Toronto.
- Centre in Space and Terrestrial Science, York University, universities of Toronto, Waterloo, and Western Ontario.

- Centre for Integrated Manufacturing, McMaster, Carleton, and Queen's universities; universities of Toronto, Waterloo, and Western Ontario.
- Centre for Groundwater Research, University of Waterloo.
- Centre in Information Technology, Queen's University, universities of Waterloo, Toronto, and Western Ontario.
- Centre for Materials Research, McMaster and Queen's universities, universities of Toronto, Waterloo, and Western Ontario.
- Telecommunications Research Institute of Ontario: Carleton, Queen's, and McMaster universities, University of Ottawa.

In January, 1987, a delegation of Premier's Council members traveled to Japan, to explore ideas and exchange information with officials in the Ministry of International Trade and Industry, technology agencies, and key manufacturing companies.



INDUSTRY AND TRADE EXPANSION

SEEKING NEW OPPORTUNITIES

Ontario's traditional sources of investment and export markets have changed substantially over the past few years. Recognizing the importance of this shift in economic power, the Ministry's 1986 restructuring combined parts of the Industry and Trade divisions to create the Industry and Trade Expansion Division.

The new Division's mandate is to attract investment and new technology to the province by providing information, guidance, advocacy, and consulting services to foreign and domestic investors. It also provides

financial assistance to encourage exports outside North America.

Organized on a geographic basis, the Division's Branches are well-equipped to service Ontario's investment and marketing interests in the United States and Latin America; Europe, the Middle East and Africa; China, South Asia, and India; and the Pacific Rim. The Domestic Offices Branch provides these services within the province, working closely with municipalities on economic development programs and policies. The Investment and Export Services Branch delivers these services to the other Branches, companies, and municipalities.

The increasing importance of the Pacific Rim as a world economic force was recognized with the creation of the Pacific Rim Branch. Premier David Peterson and Industry, Trade and Technology Minister Hugh O'Neil both toured the Pacific Rim. The Branch also opened a new office in Seoul, Korea. More than \$15 million in direct sales were made as a result of program activities, which included 11 trade missions and a trade fair. Thirty

companies were established in the region, and 103 new agents were appointed.

The United States and Latin America Branch continued with its highly successful New Exporters to Border States (NEBS) program, in which potential exporters are shown how to get their product to market in the U.S. The Branch also played an active role in encouraging further contact between Canadian manufacturers of medical equipment and electronics components and U.S. buyers. Several Ontario companies were also introduced to the Latin American market, through Ministry-sponsored trade missions.

The Domestic Offices Branch changed its focus this year, recognizing the growing importance of municipalities in economic development. The Branch has also added several junior consultants in support roles. It is continuing its efforts to expand the Company Information



System, and with the introduction of computers to its offices.

The Europe, Middle East, Africa Branch was restructured in November, 1986. The Branch increased its emphasis on incoming investment into Ontario, with highly positive results.

Trade programs were successful in producing valuable contacts for Ontario business internationally. Automotive aftermarket parts manufacturers were assisted in entering the Middle East market for the first time, resulting in significant new sales.

The province's traditional European markets also received increased attention, and results reached a new record. The Branch strengthened and diversified the operations of its three overseas offices in London, Frankfurt, and Paris.

Last year, the Investment Branch's activities assisted in approximately \$360 million in investment sales, and the creation of 8,500 jobs. The Immigrant Entrepreneur program resulted in more than \$70 million in investment, generating 3,200 jobs.

The Ministry of Industry, Trade and Technology has been extensively involved in the province's study of the proposed bilateral trade agreement with the United States. The Ministry organized the government's response to the free trade issue for federal/provincial discussions, and carried out research and policy development for the province's liaison with the Continuing Committee on Trade Negotiations.

More than 300 representatives of business, industry, labour and government met in Toronto at the Ministry's Trade Conference to discuss the ramifications of a free trade pact. Industry, Trade and Technology Minister Hugh O'Neil outlined MITT's role in examining the issue.

"We commissioned studies and

launched a comprehensive series of consultations with business, labour, academic leaders, and ordinary Ontarians from Thunder Bay to Niagara Falls," he said. "We have talked with nearly 40 manufacturing and business services trade associations."

The result of this extensive consultation was a clear provincial position on free trade, which keeps the interests of Ontario paramount. And, as the Minister pointed out in his closing remarks to the Conference, trade policy in a global context is a topic that will continue to be high on the government's list of priorities.



SMALL BUSINESS, SERVICES AND CAPITAL PROJECTS

KEEPING BUSINESS COMPETITIVE

Formed as part of MITT's reorganization in November 1986, this Division comprises the Small Business Branch, Business Development Branch, Capital Projects and Service Sector Secretariat.

The Division's Small Business Branch is dedicated to the growth and success of Ontario's 300,000 small firms. The needs of new business owners in planning and starting their ventures are a top priority. As well as strengthening the management skills of entrepreneurs, the Branch advocates for small business in government decision-making, and proposes ways of improving small business financing.

The Branch's Small Business Advocacy staff work with other ministries on legislation and public policies that affect small business owners and their employees. Pay equity, tax reform, workers' compensation and

occupational health and safety were some of the major issues on which Small Business Advocacy has proposed changes that have resulted in policies that were more sensitive to small business. This unit also acts as secretariat to the Committee of Parliamentary Assistants for Small Business, chaired by Rick Ferraro, MPP, Ontario's Small Business Advocate. SBA is constantly in touch with leading business associations to ensure that the Ministry is fully informed of their views.

A number of new or expanded financial initiatives were introduced by the Branch in conjunction with the Ontario Development Corporation, the Ontario Chamber of Commerce and financial institutions. Worth over \$200 million to Ontario's small business community, these initiatives included the New Ventures Program, the Computerized Ontario Investment Network, the Small Business Development Corporations Program, pension investment in small business, and the Employee Share Ownership Plan.

The Small Business Advice and Counsel Section conducted 230 seminars across the province, and distributed more than 100,000 publications on starting and operating a small business. The province-wide toll-free Business Start-up Hotline handled an average of 450 enquiries a day and some 13,000 clients registered with the

Section. Community Small Business Centres, offering new small businesses low-cost space and advisory services, were opened in co-operation with local co-sponsors in Cornwall, Brantford, London, the City of York and the Regional Municipality of Waterloo.

These and other activities directly assisted some 4,100 new businesses: 1,360 started by women and 2,340 started by young people. These new and existing businesses helped to create approximately 20,000 new jobs and \$150,000,000 in new sales and investment.

The Business Development Branch has a straightforward mission: "To improve the competitiveness of Ontario's existing manufacturing base."

As a result of extra joint industry/government collaboration, the Branch adopted three strategies to serve the province's existing manufacturing base. Building on new consultative initiatives, which commenced in April, 1986, the Branch is developing and implementing a joint industry/government restructuring and adjustment strategy for long-term competitiveness with 22 industry sectors across Ontario. An example of this joint industry/government strategy is the medical devices industry in Ontario, where the common target is for balanced trade over the next decade, eradicating an annual deficit currently estimated at \$1 billion.



Similar initiatives are either underway or planned for industry sectors such as automotive tires, plastics, aerospace/defence, furniture, pulp & paper, appliances, tool & die, electrical/electronics, and fashion/apparel. In industries plagued with worldwide rationalization through closures of "non-competitive" plants, the goal of the Branch is to facilitate the modernization process for existing producers and secure employment.

The Branch is promoting the excellence of Ontario's supplier infrastructure with respect to parts, components, and major sub-systems — all very critical to the overall competitiveness of the province's finished goods manufacturers. The "Source Ontario/Manufacturing Opportunities Show" (billed as the largest trade event of its kind in North America) is held every two years to help the province's manufacturers seek out new domestic suppliers.

MITT's "Sourcing Centre" is a hot-line phone service linking Ontario manufacturers with business opportunities from within Ontario and outside the province. More than 2,500 companies used the service this year. Next year's goal is to increase use of this service by 33 per cent.

Reviewing and advocating on behalf of our industry clients on major procurement projects undertaken by Ontario's public sector can provide

significant opportunities for our existing manufacturing base. The Branch reviewed and advocated on 35 large public procurement projects under MITT's Industrial Development Review Process.

The Division's Capital Projects unit reviews, analyzes and negotiates Ontario's participation in large private sector investments that demonstrate the potential for long-term regional development or present unique opportunities to add to the international competitiveness of Ontario's existing industrial base.

In conjunction with the Ontario Development Corporation, Capital Projects administers a portfolio in excess of \$100 million that is used to finance Ontario commitments to specific projects.

A highlight of the year was the announcement of a \$500 million joint manufacturing venture between General Motors of Canada Limited and Suzuki Motor Company of Japan. At capacity, the Ingersoll, Ontario plant will produce 120,000 small cars and 80,000 sport utility vehicles for the North American market.

The Ontario Government is providing \$45 million of direct financial assistance against specific performance targets, including investment, production, and Auto Pact status.

An agreement with the Toyota Motor Corporation on its \$400 million

plant in Cambridge, Ontario was also finalized. Employing up to 1,000 people, the plant will produce 50,000 cars a year at capacity. The Ontario Government is providing a \$35-million loan and a \$15-million training grant for the project.

The service sector is the quiet engine powering Ontario's economic progress. Already accounting for more than 70 per cent of the Gross Domestic Product, the service sector promises to provide the bulk of new economic activity in the future. According to a major study tabled in 1986, the service sector is expected to provide more than 80 per cent of all new jobs in the province over the next decade.

The Ministry of Industry, Trade and Technology has recognized the direct relationship between the growth of the service sector and the province's prosperity.

The Service Sector Secretariat was created in 1987 to strengthen this pillar of the economy. The Secretariat acts as an objective advocate for the service sector within government, and is working to increase its potential for development. "Tradeable" services and those which have a high value-added component have been targetted for special attention by the Secretariat.



ADMINISTRATION

DELIVERING THE GOODS

A diverse organization dealing with a wide variety of clients requires efficient, cost-effective administration. MITT's Administration Division meets that need, providing a wide range of services to the Ministry's programs and agencies.

Keeping the Ministry's operations at the leading edge of business technology and management techniques is the Division's primary task. Its responsibilities include human resources planning and development, information technology co-ordination, budgeting and resource allocation,

purchasing, foreign office administration, financial management and reporting, and auditing of all Ministry programs. The Division also provides financial, purchasing, and printing/distribution services to the Ministry of Tourism and Recreation and some of its agencies.

The province's focus on the rapidly growing Pacific Rim countries provided the Administration Division with a number of challenges during the year. In Nanjing, China, staff were responsible for the interior design, installation, and outfitting of the new Ontario-Jiangsu Science and Technology Centre. In Seoul, administrative arrangements and support were provided for the Ministry's new Korean office. To accommodate the appointment of the province's Agent General for Japan and additional staff, a redesign and outfitting of Ontario House in Tokyo was completed.

Site selection and outfitting were also completed for the Northern Industry Division's new offices in Sault Ste. Marie, and for a relocated Ontario

House in London, England. The Division also assumed administrative responsibility for the province's office in Paris.

"Made in Ontario" is a comprehensive directory of Ontario manufacturers designed to boost both domestic and export sourcing of Ontario products. This year's expanded edition listed 13,500 companies producing 39,000 different products. Distribution of the directory was increased to 17,200 copies in English, French, and Japanese.

The importance of developing effective human resources within the Ministry was recognized with the appointment of a Manager, Human Resources Planning. An improved performance review system and training and development programs are now being implemented.



Internal communications are also a priority. A regular newsletter is produced, and information sessions have been held with senior management. A series of question and answer sessions for all employees has also been produced.

Community liaison is also carried out. The Ministry is regularly represented at the French Chamber of Commerce, Le Cercle Canadien, and at visits of officials and business people from France and Quebec. Special contacts have also been made with business people in most regions of Ontario.

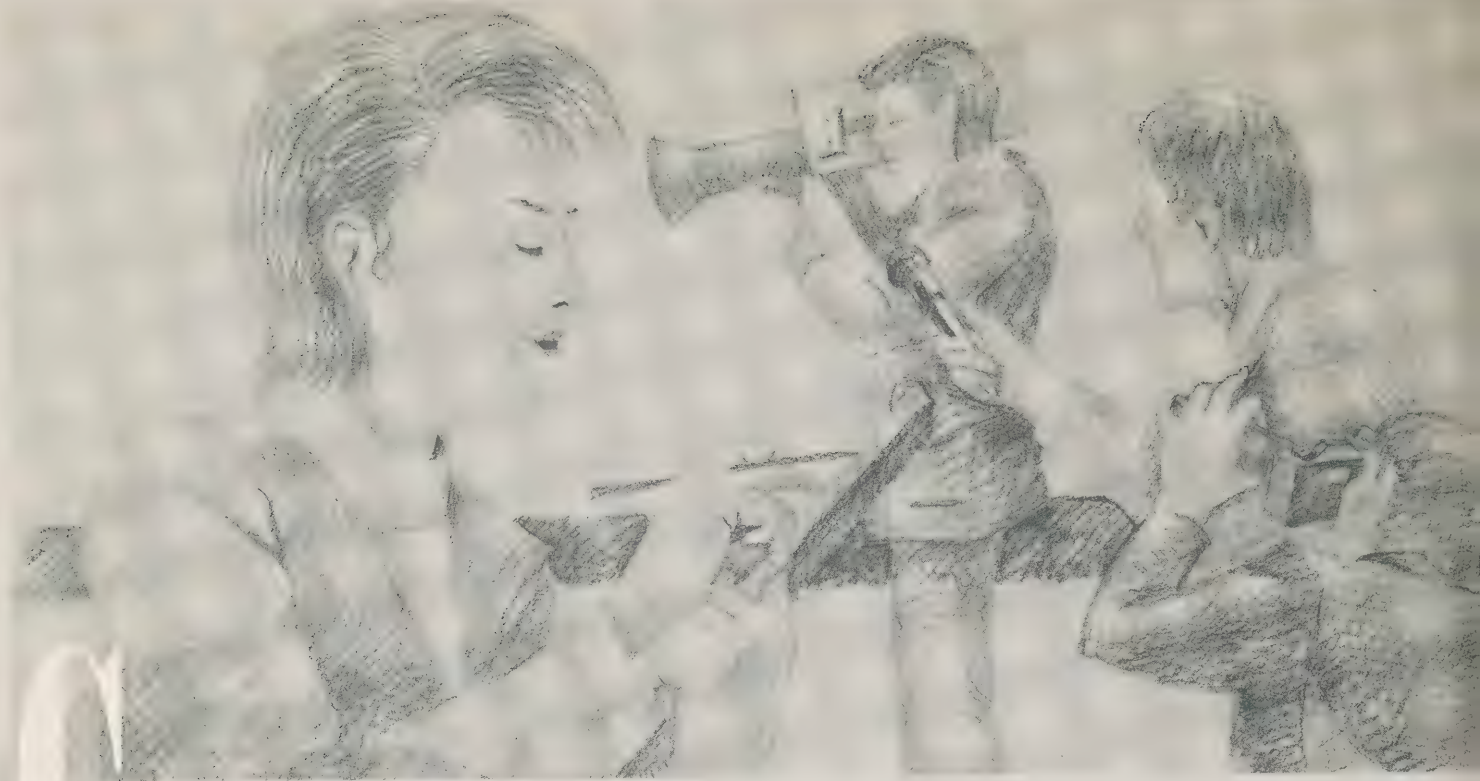
Ontario's French-speaking population requires direct access to government, and the same quality of services offered to the majority. The Ministry of Industry, Trade and Technology's Office of French Language Services has developed a supply-side approach to providing services in French, as opposed to a demand-based, reactive policy. The Office recently tabled an implementation plan describing the programs and policies that will help achieve this goal.

MITT currently offers French language training at both headquarters and in the regions. Language schools and cassette tape methods have been selected for training everywhere in Ontario, and in some international offices.

MITT's commitment to improved female representation is reflected in the results obtained by the Employment Equity Program. The Ministry exceeded its overall hire/promotion target by 22 per cent in 1986-87, and employment equity goals in senior and middle management, professional, industrial development, and financial positions were all fulfilled.

The number of women working in senior management increased substantially, from 2.9 per cent in March, 1986 to 7.7 per cent in March, 1987. There was also a six per cent increase in the number of women in career development training.

The program is achieving its goals by helping managers develop recruitment and employment equity plans for their areas. The program also sponsors training assignments, and provides individual guidance to employees on interview techniques, résumé preparation, and career path strategies.



COMMUNICATIONS

MISSION STATEMENT

To heighten the profile of the Ministry as a key economic player addressing the business challenges posed by a changing world economy.

BUILDING AWARENESS

Working with the Ministry's operating divisions and outside agencies, the Communications Branch is committed to building relevant awareness of MITT and broader recognition for its initiatives. The Branch is composed of three sections: Media Information Services, Creative Services, and Support Services, and has been restructured with new leadership in 1987.

The Branch has undertaken a number of new initiatives recently, adopting a pro-active communications strategy. Communications plans for

each of the Ministry's program areas have been developed, identifying budgets, target audiences, communications vehicles, and timeliness. The Ministry is kept up to date on contentious issues with Infobacks, briefing papers which are produced on a daily basis. A corporate identity establishing a consistent and highly visible Ministry presence has also been developed.

Creative Services is responsible for the advertising, publications, promotional material and special events of the Ministry. Continuing advertising campaigns include radio spots throughout the province (English and French) promoting the New Ventures loan guarantee program, print ads for the Ministry's "Made in Ontario" directory, and a campaign publicizing the Northern Industry Division.

The section also assisted with numerous special events, including the Free Trade Conference, the Premier's Conference on Northern Competitiveness, Export Trade Month, the Festival of Festivals, the Festival of Canadian Fashion, and the Space Business Conference. Promotional efforts at these events were designed to reflect the Ministry's broadened mandate to help the Ontario economy become more competitive in a diverse global market.

Media Information Services is

responsible for the speeches and news releases of the Minister, Deputy Minister, and other senior Ministry personnel. The section also handles press conferences, media enquiries, and other public relations functions, and produces MITT Times, Small Business Ontario, and Ontario Economic News.

Media relations officers provide public relations and writing services for high-profile events involving Ministry and other government officials. Highlights of the year include briefing papers for Premier David Peterson's trip to Japan and Minister Hugh O'Neil's trade mission to the Pacific Rim, extensive local media promotion for the New Ventures and other small business programs, and wide media coverage of the government's Free Trade Conference in Toronto.

Support Services is the administrative arm of the branch. Its activities include budget control, office automation, staff training, and word processing. The section has been working to introduce new computer technology to the Branch, including a desk-top publishing system.

STATEMENT OF EXPENDITURES

For the Fiscal Year Ending March 31, 1987

MINISTRY ADMINISTRATION*

Main Office	\$ 1,529,915
Financial Services	1,334,562
Supply & Office Services	1,153,411
Personnel Services	652,971
Information Services	1,717,843
Audit Services	410,095
Analysis & Planning	332,183
Legal Services	684,776
Systems Development	1,767,125

Total \$ 9,582,881

POLICY AND TECHNOLOGY DIVISION

Program Administration	\$ 364,224
Industry and Trade Policy	2,178,923
Technology Policy and Development	37,244,595

Total \$ 39,787,742

INDUSTRY DIVISION

Program Administration	\$ 202,914
Small Business	5,523,019
Investment	81,998,088
Business Development	2,562,532
Domestic Offices	4,329,861

Total \$ 94,616,414

TRADE DIVISION

Program Administration	\$ 528,891
International Marketing	13,411,919
Ontario International Corporation	1,743,193
International Offices	16,311,303

Total \$ 31,995,306

TOTAL \$175,982,343

*includes some administrative services provided to the
Ministry of Tourism and Recreation

ORGANIZATION CHART

Parliamentary Assistant

**RICK FERRARO,
M.P.P.**

Director
Premier's Council
Technology Fund

M.F. WALMSLEY

Chairman
Ontario International
Corporation

R.F. GULLIFORD

Assistant
Deputy Minister
Policy & Technology

D.E. REDGRAVE

Director
Industry & Trade Policy

D.S. BARROWS

Chairman
Ontario Centre for
Microelectronics

C. WILLIAMS

Senior Vice-President
& General Manager

DR. D. ROTHWELL

Chairman
Ontario Centre for
Advanced
Manufacturing

M. KRISS

President & Chief
Executive Officer

K. JONES

Chairman
Ontario Research
Foundation

J.D. HOULDING

President

W.P. MIDGHALL

Director
Technology Policy

A. WHALEN-GRIFFIN

Chairman
Ontario Centre for
Automotive Parts
Technology

T.R. BEAMISH

President & Chief
Executive Officer

G.A. LACY

Chairman
Ontario Centre for
Farming Machinery &
Food Processing
Technology

C.J. MUNRO

President & Chief
Executive Officer

G.B. FOSSENIER

President & C.E.O.
Ontario International
Corporation

Vice-President
Western Hemisphere

H.L. WOOD

Vice-President
Eastern Hemisphere

I.G. McHAFFIE

Director
Domestic Offices

Area Director
Central East Ontario

C.T. DYMENT

Area Director
Central West Ontario

D.M. GRANT

Area Director
Southwestern Ontario

W.G. LONG

Area Director
Eastern Ontario

Director
Investment & Export
Services

B.M. HILDEBRAND

Director
U.S. & Latin America

J.R. ARDAGH

Senior Representative
New York, U.S.A.

D. BENFIELD

Senior Representative
Boston, U.S.A.

J. BRADY

Senior Representative
Chicago, U.S.A.

D.R. COUNSELL

Senior Representative
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Atlanta, U.S.A.

J.B. DONOGHUE

Director
Europe, Middle East
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H.L. DUERR

Senior Representative
London, England

J.B. BLANCHARD

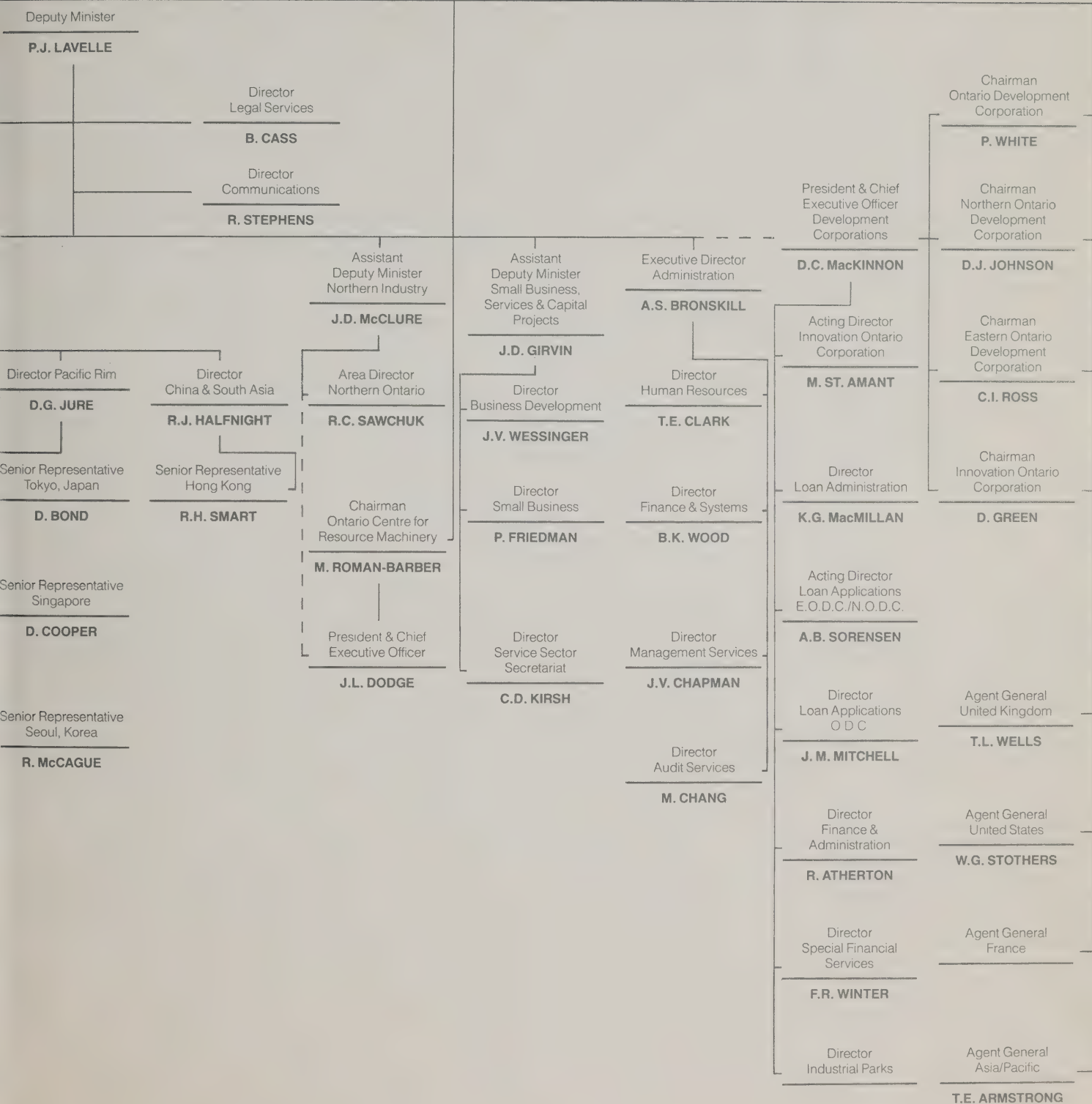
Senior Representative
Frankfurt, Germany

R.C. HOWARD

Senior Representative
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R. KHAWLY

**THE HONOURABLE
HUGH P. O'NEIL**



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KINGSTON

Kingston K7L 5T3

(613) 545-4444

PETERBOROUGH

Peterborough K9J 3G6

(705) 742-3459

Sud-Ouest

LONDON

London N6A 1K7

(519) 433-8105

Télé: 0645636

WINDSOR

Windsor N9A 6V9

(519) 252-3475

Nord

SUDBURY

Sudbury P3E 5P9

(705) 675-4330

Télé: NODC 06-77592

SAULT STE. MARIE

Sault Ste. Marie

P6A 1X3

(705) 942-8000

Télé: 067-77131

Zénith 2S930 pour

le district d'Algoma

NORTH BAY

North Bay P1B 2Y5

(705) 472-9660

THUNDER BAY

Thunder Bay P7C 5G6

(807) 475-4088

TIMMINS

Timmins P4N 1E2

(705) 264-5393

Télé: NODC 06781574

BUREAUX À

L'ÉTRANGER

États-Unis

ATLANTA

Atlanta, Géorgie

30339

E.-U.

Tél: (404) 956-1981

Télé: 542665

BOSTON

Boston, Mass. 02199

Tél: (617) 266-7172

CHICAGO

Chicago, Illinois 60604

E.-U.

Tél: (312) 782-8688

DALLAS

Dallas, Texas 75240

E.-U.

Tél: (214) 386-8071

LOS ANGELES

Los Angeles,

Californie 90017

E.-U.

Tél: (213) 622-4302

NEW YORK

New York, N.Y. 10022

E.-U.

Tél: (212) 308-1616

Télé: 640501

Europe

FRANCFORT

R.F.A.

Tél: 011-49-69-71-9199-0

Télé: 41-416176

LONDRES

Londones SW1X 7LY

Grande-Bretagne

Tél: 011-44-1-245-1222

Télé: 51-262517

PARIS

75008 Paris, France

Tél: 011-33-1-563-1634

Télé: 42-650865F

Ceinture du Pacifique

HONG-KONG

Hong-Kong

Tél: 011-852-5-276-421

Télé: 802-61871

SÉOUL

Séoul 100, Corée du Sud

Tél: (2) 776-4062/8

Télé: K27425

SINGAPOUR

0923-Singapour

Tél: 011-65-734-2157

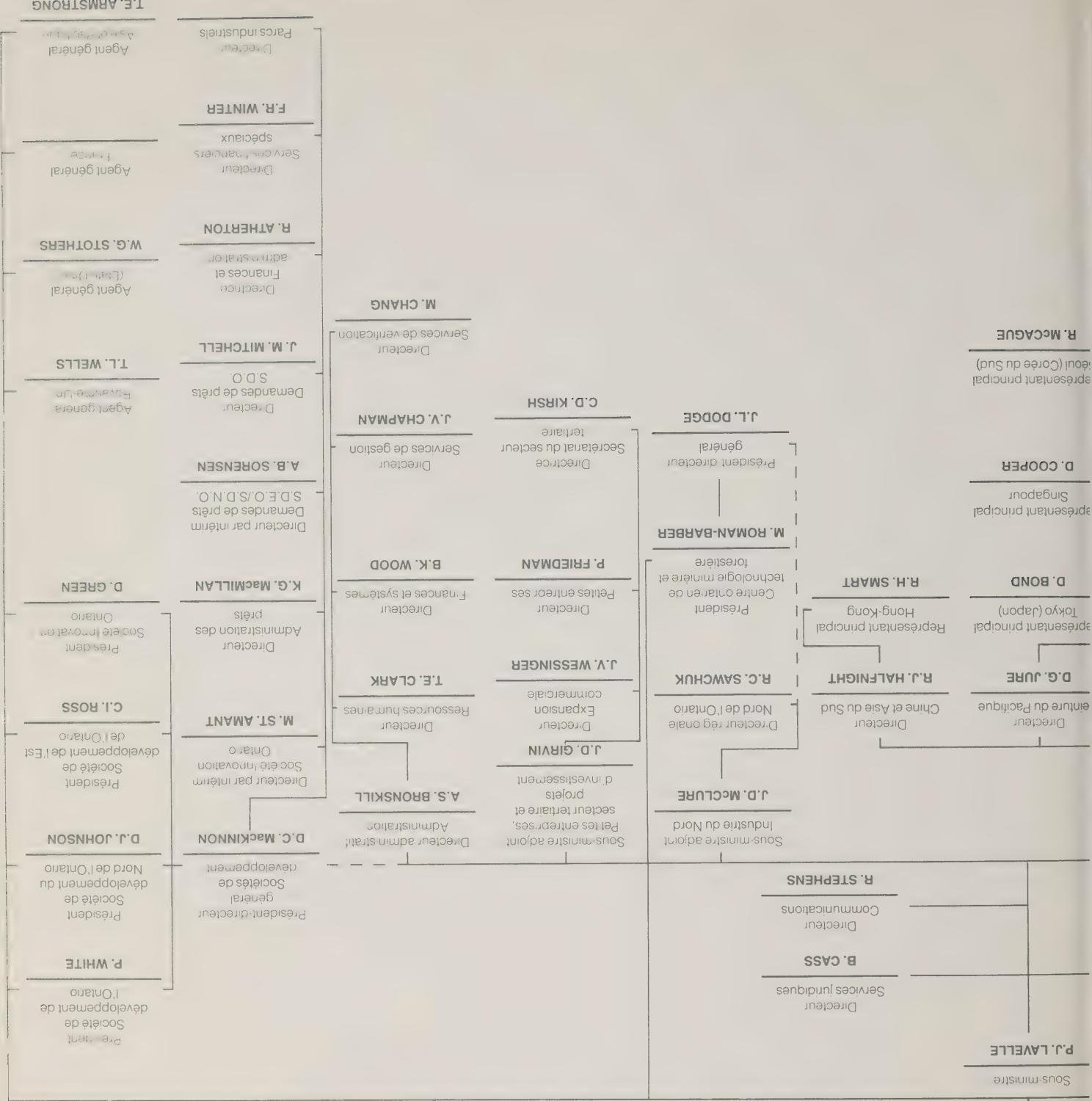
Télé: 8756941

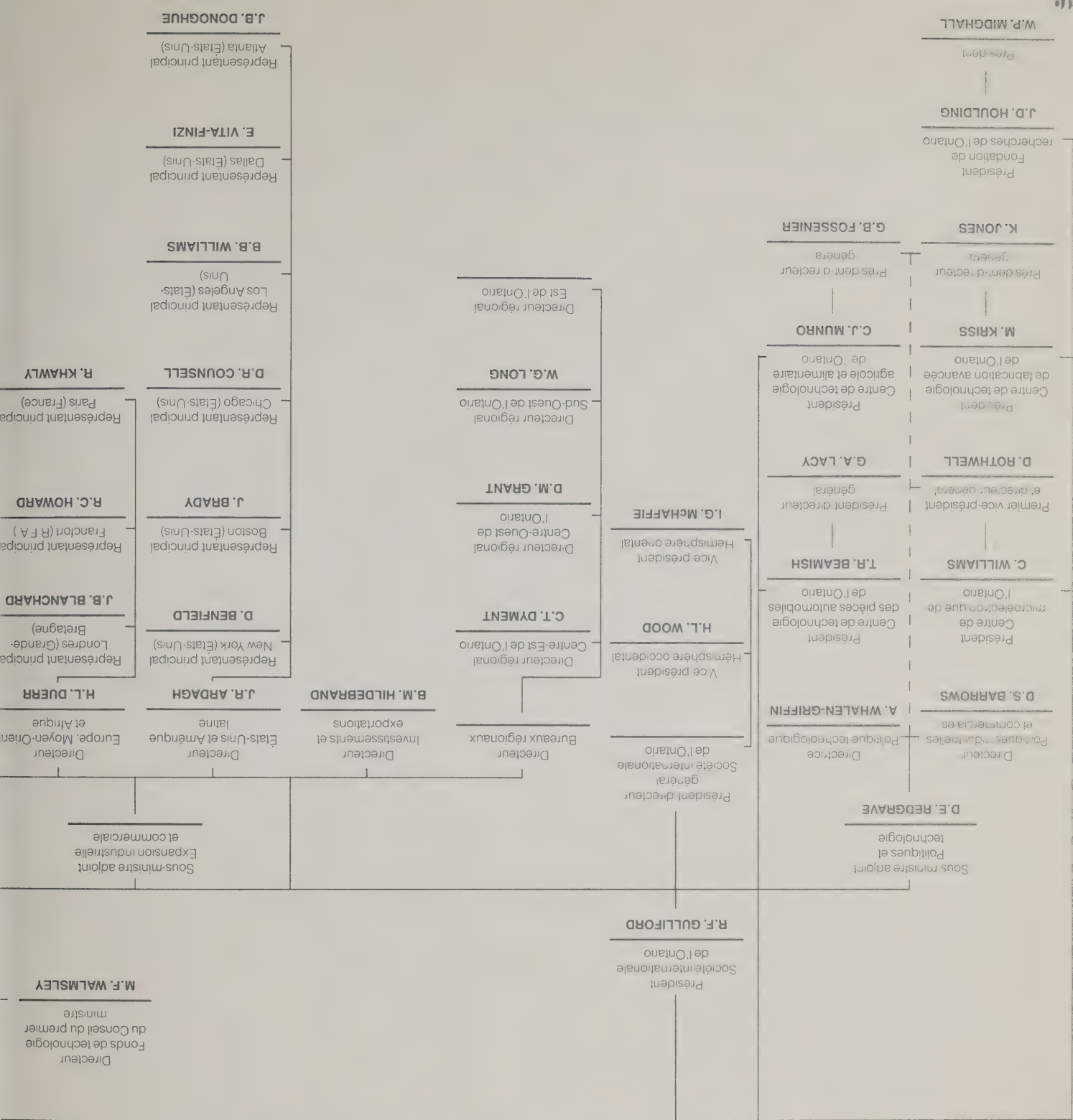
TOKYO

Tokyo 105, Japon

Tél: 011-81-3-436-4355

Télé: 72-27145





TOT DES DEPENSES

pour l'exercice clos le 31 mars 1987

* comprend les services administratifs fournis au
ministère du Tourisme et des Loisirs.

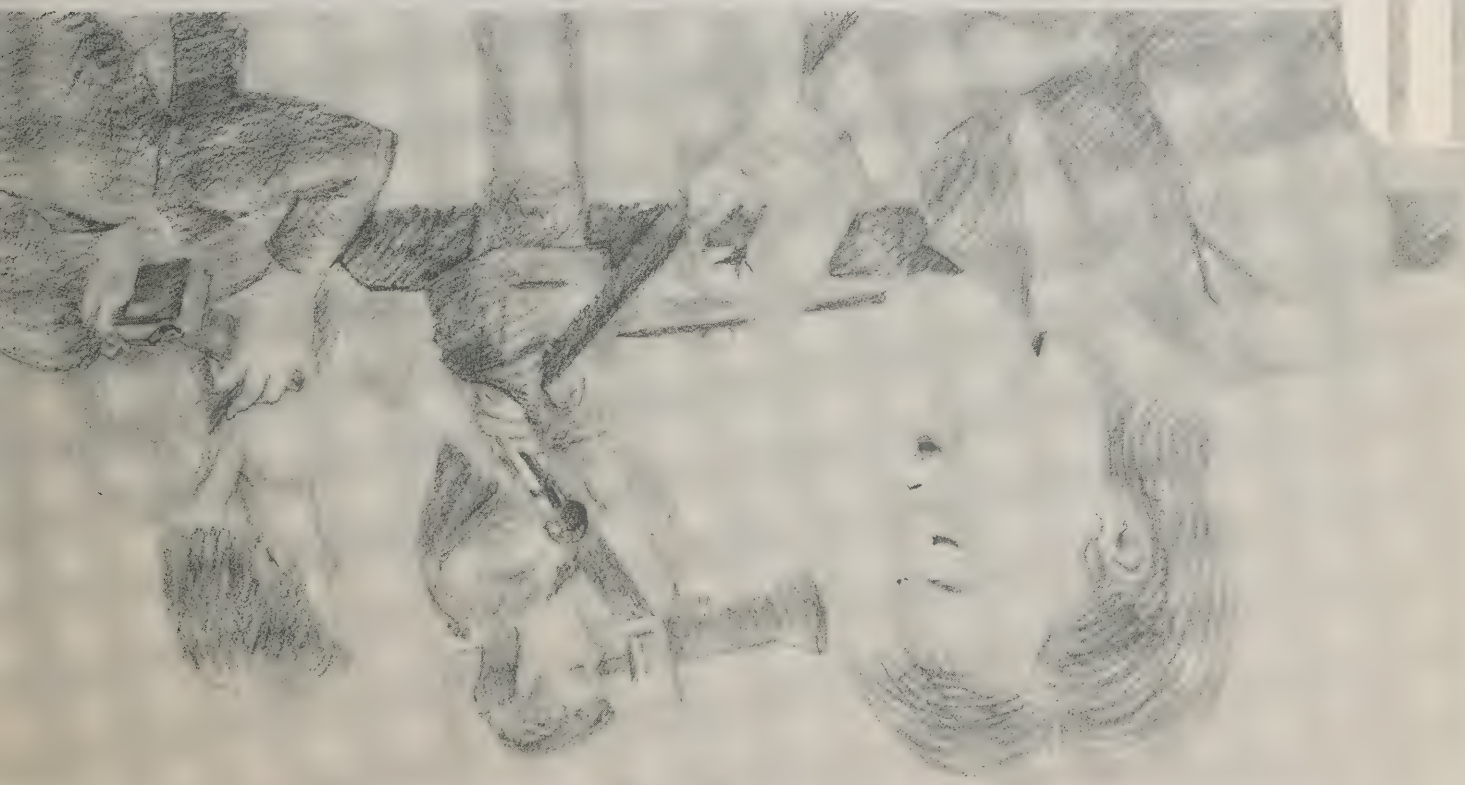
ADMINISTRATION DU MINISTÈRE *	
Bureau central	1 529 915 \$
Services financiers	1 334 562
Services d'approvisionnement et de bureau	1 153 411
Services du personnel	652 971
Services d'information	1 717 843
Services de vérification	410 095
Analyse et planification	332 183
Services juridiques	684 776
Systèmes informatiques	1 767 125
Total	
9 582 881 \$	

DIVISION DES POLITIQUES ET DE LA TECHNOLOGIE	
Administration des programmes	364 224 \$
Politiques industrielles et commerciales	2 178 923
Elaboration de la politique technologique	37 244 595
Total	
39 787 742 \$	

DIVISION DE L'INDUSTRIE	
Administration des programmes	202 914 \$
Petites entreprises	5 523 019
Investissements	81 998 088
Expansion commerciale	2 562 532
Bureaux régionaux	4 329 861
Total	
94 616 414 \$	

DIVISION DU COMMERCE	
Administration des programmes	528 891 \$
Commercialisation à l'étranger	13 411 919
Société de développement de l'Ontario	1 743 193
Bureaux à l'étranger	16 311 303
Total	
31 995 306 \$	

TOTAL	
175 982 343 \$	



INJECTION DES COMMUNICATIONS

FAIRE CONNAÎTRE LE MINISTÈRE

La direction veille à soigner l'image du ministère et à présenter ce dernier comme un grand intervenant économique, capable de surmonter les obstacles liés à l'évolution de l'économie mondiale.

En collaboration avec les divisions et les organismes externes du ministère, la Direction des communications s'est engagée à mieux faire connaître le rôle et les initiatives du ministère. Elle se divise en trois sections : les services aux média, le service création et les services de soutien.

La direction a pris récemment un certain nombre de nouvelles dispositions visant à mettre en pratique une stratégie active de communication. A chaque domaine d'activité du ministère correspond un plan de communication, indiquant le budget octroyé, le public visé, les moyens de communication et les délais accordés. Le personnel du ministère suit en permanence l'évolution des questions litigieuses par la circulation de feuilles d'information et de petits dossiers

rédigés tous les jours. Le ministère s'est également donné une identité visant à s'assurer régulièrement une place très remarquée.

Le service création s'occupe de la publicité, des publications, du matériel de promotion et des activités spéciales du ministère. Parmi les nombreuses campagnes de publicité qui sont lancées en permanence, citons les annonces radiodiffusées en anglais et en français sur le programme Nouvelles entreprises (programme offrant une garantie de crédit), la promotion dans la presse pour le répertoire "Fabrique en Ontario", publié par le ministère, et la campagne de sensibilisation à la Division de l'industrie du Nord.

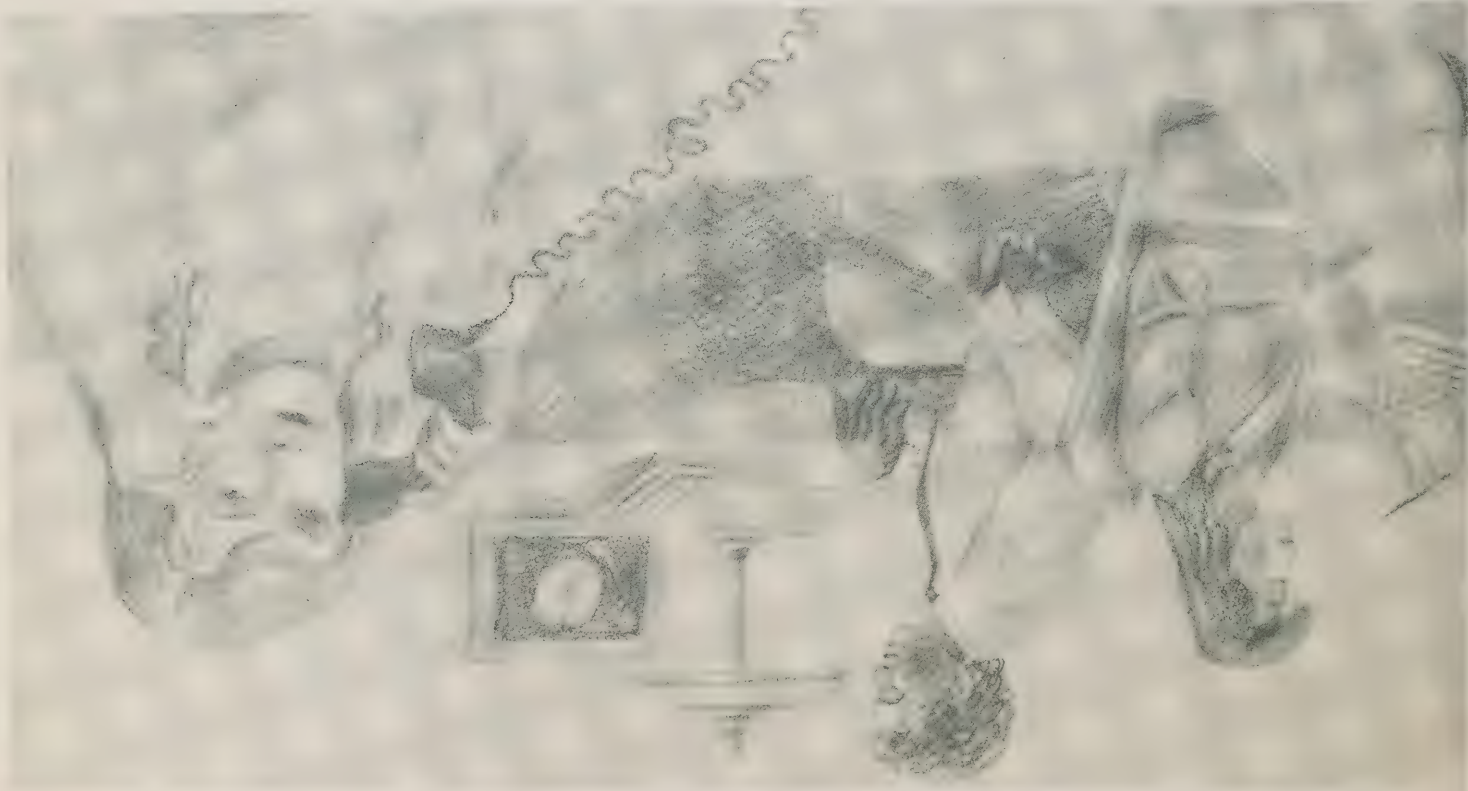
Cette section a également participé à l'organisation d'un certain nombre d'activités comme la Conférence sur le libre-échange, la Conférence sur la compétitivité du Nord de l'Ontario, le Mois du commerce extérieur, le Festival des festivals, le Festival de la mode canadienne et la Conférence sur l'industrie aérospatiale. Les efforts publicitaires que l'on a pu remarquer à ces diverses occasions témoignaient de la volonté du ministère d'aider l'économie de l'Ontario à se montrer plus compétitive sur les différents marchés internationaux.

Les services aux média rédigent et publient les allocutions, les discours et les communiqués de presse des ministres, sous-ministres et autres hauts

fonctionnaires. Ils organisent également les conférences de presse, répondent aux demandes des média et sont responsables des relations publiques. Ils publient plusieurs brochures du ministère, dont MTT Times, Petite entreprise Ontario et Ontario Economic News.

Les agents chargés des relations avec les média remplissent les fonctions d'agents de relations publiques et de rédacteurs lorsque sont organisées des activités importantes auxquelles participent de hauts fonctionnaires du ministère ou du gouvernement. Rappelons ainsi leurs principales contributions de l'an dernier : la préparation des dossiers du premier ministre, M. David Peterson, pour son voyage au Japon, et de ceux du ministre de l'Industrie, du Commerce et de la Technologie, M. Hugh P.O'Neil, pour sa tournée dans la ceinture du Pacifique, la publicité considérable qui a été faite pour les programmes d'encouragement aux petites entreprises et le traitement privilégié que les média ont réservé à la Conférence sur le libre-échange, organisée à Toronto par le gouvernement.

Les services de soutien, bras administratif de la direction, assurent le contrôle budgétaire et la formation professionnelle et sont responsables de tout ce qui touche à la bureautique et à l'utilisation de machines de traitement de texte.



organise des séances d'information pour ses cadres supérieurs. Tous les employés ont également eu la possibilité de participer à des réunions

questions-réponses.

Le ministère reste à l'écoute de la communauté. Il se fait régulièrement

représenter à la Chambre de

commerce française, au Cercle

Canadien, et aux rencontres

organisées pour la venue des gens

d'affaires et des hauts fonctionnaires

français et québécois... sans oublier

les contacts spéciaux qu'il entretient

avec les gens d'affaires de la plupart

des régions ontariennes.

Les résultats du Programme d'équité d'emploi témoignent bien de la volonté du ministère d'accroître la proportion des femmes au sein de son personnel. En 1986-1987, le ministère a en fait dépassé de 22 pour 100 ses prévisions globales en matière d'embauche et de promotion et atteint tous les objectifs qu'il s'était fixés dans les catégories suivantes : cadres moyens et supérieurs, cadres professionnels et

postes dans les domaines de l'expansion industrielle et des finances. Le nombre de femmes occupant des postes de cadres supérieurs a considérablement augmenté, passant de 2,9 pour 100 en mars 1986 à 7,7 pour 100 en mars 1987. De même, le pourcentage de femmes suivant un programme de perfectionnement professionnel a progressé de 6 points. Pour atteindre les objectifs fixés, les responsables du programme aident notamment les chefs de service à élaborer des plans de recrutement et d'équité d'emploi dans leurs domaines respectifs. Ils organisent aussi des stages de formation et conseillent individuellement tous les employés sur divers sujets comme les techniques d'entrevue, la préparation du curriculum vitae et les stratégies professionnelles.

Les Franco-Ontariens réclament un accès direct au gouvernement et des services de la même qualité que ceux qui sont offerts à la majorité. Optant pour une politique de l'offre plutôt que de la demande, le bureau du coordonnateur des services en français du ministère a récemment présenté un programme de mise en oeuvre qui décrit les différents programmes et politiques visant à atteindre les objectifs fixés. Le ministère offre une formation en français à Toronto et dans les bureaux régionaux. Des écoles de langues et des méthodes d'apprentissage par bandes magnétiques ont été spécialement choisies pour cette formation, dispensée partout en Ontario et dans certains bureaux à l'étranger. Les communications internes sont également une priorité. La direction publie régulièrement un bulletin et

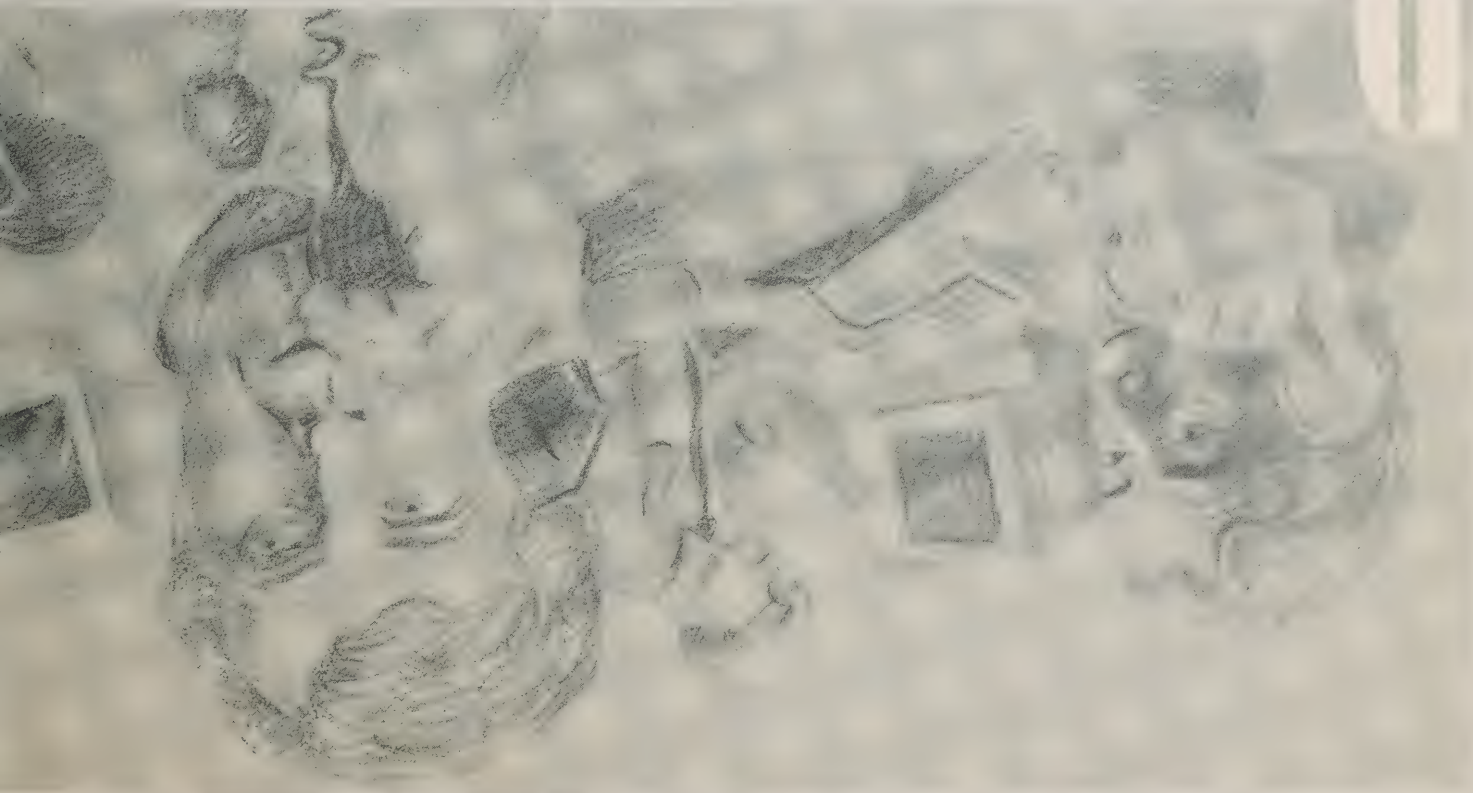
MISSION DE L'ADMINISTRATION

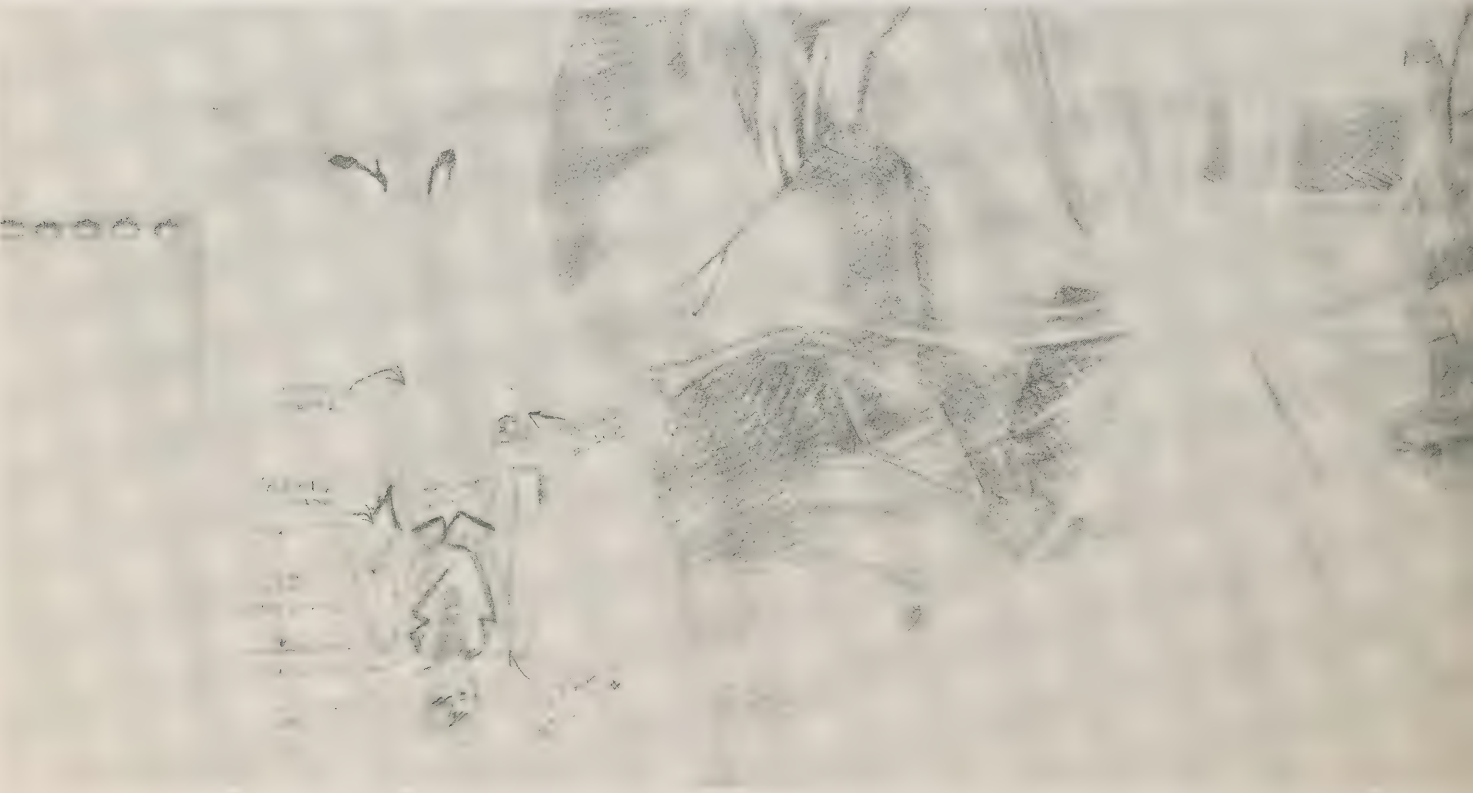
VEILLER À LA BONNE MARCHÉ DES AFFAIRES

Pour bien fonctionner, une vaste organisation aux multiples clients suppose une administration efficace et rentable. La Division de l'administration s'acquitte précisément de cette tâche en assurant l'offre de toute une gamme de services aux organismes et programmes du ministère. L'objectif premier de la division est de s'assurer que les activités du ministère sont toujours à la pointe de la technologie commerciale et des techniques de gestion. Parmi ses nombreuses responsabilités, citons la planification des ressources humaines et

la perfectionnement professionnel, la coordination des systèmes informatiques, le budget et l'affectation des ressources, les achats, l'administration des bureaux à l'étranger, la gestion et la comptabilité financière et la vérification de tous les programmes du ministère. La division assure également des services administratifs (finances, achats, imprimerie et diffusion) au ministère du Tourisme et des Loisirs et à certains des organismes qui en dépendent. Compte tenu de l'intérêt que porte l'Ontario à la ceinture du Pacifique, l'Ontario en pleine expansion, la division a du relever un certain nombre de défis au cours de l'année. A Nankin en République populaire de Chine, le personnel du ministère s'est chargé de la décoration, de l'installation et de l'équipement du nouveau Centre des sciences et de la technologie Ontario-Chiang-sou. A Séoul, le nouveau bureau du ministère en Corée du Sud a bénéficié d'une aide administrative et financière tandis qu'à Tokyo, la Maison de l'Ontario était en pleine transformation en prévision de l'arrivée de l'agent général pour le Japon, récemment nommé, et de nouveaux membres du personnel. La division a procédé au choix et à

l'aménagement du site réservé aux nouveaux bureaux de la Division de l'industrie du Nord, situés à Sault Ste. Marie, et termine le déménagement de la Maison de l'Ontario à Londres en Grande-Bretagne. Elle a également pourvu aux besoins administratifs du bureau de la province à Paris. La division publie un répertoire des fabricants ontariens intitulé "Fabrique en Ontario" pour accroître leurs sources d'approvisionnement tant sur le marché national que sur le marché international. La nouvelle édition, qui a été largement étoffée cette année, comprend 13 500 compagnies et 39 000 produits. Elle a été distribuée en 17 200 exemplaires et publiée en français, en anglais et en japonais. Conscient du besoin qui existe de disposer d'un personnel qualifié, le ministère a nommé un chef de service à la tête d'une nouvelle section, la planification des ressources humaines. Les nouvelles méthodes d'évaluation du rendement au travail et les programmes révisés de formation et de perfectionnement professionnel sont maintenant mis en pratique.





Corporation concernant l'usine de Cambridg (Ontario) d'une valeur de 400 millions de dollars. Cette entreprise a reçu de la part du gouvernement de l'Ontario une subvention générale de 35 millions de dollars ainsi que des fonds de 15 millions de dollars pour le perfectionnement professionnel.

Moteur discret de l'essor économique en Ontario, le secteur tertiaire représente déjà plus de 70 pour 100 du produit intérieur brut et devrait à l'avenir continuer à stimuler l'activité économique.

Le ministère a fort bien saisi ce lien direct qui existe entre la croissance du secteur tertiaire et la prospérité de la province et ainsi créé le Secrétariat du secteur tertiaire en 1987, pour profiter du dynamisme de ce pilier de l'économie. Il joue le rôle de représentant objectif des services au sein du gouvernement et favorise toute possibilité d'expansion. Le ministère prête d'ailleurs une attention toute particulière aux industries du secteur tertiaire qui présentent un intérêt commercial certain et qui ont un fort contenu provincial.

projets d'achat.

Le personnel de la section des projets d'investissement de la division examine, analyse et négocie la contribution de l'Ontario aux gros placements de capitaux du secteur privé qui présentent un intérêt pour le développement régional à long terme ou qui ouvrent des horizons exceptionnels permettant de renforcer la position de l'industrie ontarienne sur le marché mondial.

En collaboration avec la Société de développement de l'Ontario, le personnel de cette section gère un portefeuille de plus de 100 millions de dollars qui sert à financer la participation de l'Ontario à certains grands projets. L'annonce de l'association de General Motors du Canada Limitée et de Suzuki Motor Company of Japan pour monter une usine de fabrication (500 millions de dollars) a été l'un des événements marquants de l'année. À plein rendement, l'usine d'Ingersoll (Ontario) fabriquera 120 000 petites voitures et 80 000 voitures de sport destinées au marché nord-américain.

Le gouvernement de l'Ontario offre des subventions directes de 45 millions de dollars pour aider les compagnies à atteindre certains objectifs de rendement, notamment au niveau de l'investissement, de la production et du Pacte automobile.

Le gouvernement a également conclu un accord avec Toyota Motor

met en oeuvre une stratégie commune destinée à assurer la compétitivité à long terme de 22 secteurs économiques ontariens. Prenons l'exemple de l'industrie des appareils médicaux en Ontario où l'objectif visé est d'atteindre l'équilibre des échanges au cours de la prochaine décennie, ce qui éliminerait le déficit annuel estimé actuellement à 1 milliard de dollars.

La direction se charge de faire connaître la qualité de l'infrastructure des fabricants ontariens, c'est-à-dire des pièces, des composants et des grands sous-systèmes, lesquels déterminent la place des fabricants ontariens de produits finis sur le marché. Ainsi, "Source Ontario-Salon de l'industrie manufacturière" se tient tous les deux ans et permet aux fabricants de la province de trouver de nouveaux fournisseurs canadiens.

Le ministère a également mis à la disposition des fabricants ontariens une ligne téléphonique qui leur permet de connaître les possibilités commerciales qui existent à l'intérieur et à l'extérieur de la province.

L'examen et la promotion, au nom de nos clients industriels, des grands projets d'achat entrepris par la fonction publique de l'Ontario peuvent offrir des perspectives intéressantes à l'industrie manufacturière actuelle. Dans le cadre du processus d'examen de l'expansion industrielle, la direction a ainsi procédé à l'examen et à la promotion de 35 gros

VISION DES PETITES ENTREPRISES, DU SECTEUR TERTIAIRE ET DES PROJETS D'INVESTISSEMENT

CONSOLIDER LA POSITION DES ENTREPRISES SUR LE MARCHÉ

Crée lors de la restructuration du ministère en novembre 1986, cette division regroupe la Direction des petites entreprises, la Direction de l'expansion commerciale et le Secrétariat du secteur tertiaire et des projets d'investissement.

La Direction des petites entreprises veille précisément à la croissance et à la bonne marche des 300 000 petites entreprises ontariennes, accordant toutefois la priorité aux besoins des nouveaux propriétaires, de ceux qui montent leur affaire. En plus d'aider les entrepreneurs à perfectionner leurs

techniques de gestion, la direction se charge de représenter les petites entreprises au sein du gouvernement et de faciliter l'accès à de nouvelles sources de financement.

Le personnel affecté à la section de la défense des petites entreprises participe à l'élaboration de presque toutes les lois et politiques qui concernent les chefs des petites entreprises et leurs employés. Les principales questions abordées cette année ont été l'équité salariale, la réforme fiscale, les accidents du travail et la santé et la sécurité au travail, et les modifications proposées dans ces domaines par la section ont conduit à l'adoption de politiques plus favorables aux petites entreprises. La section fait office de secrétariat au Comité des adjoins parlementaires pour les petites entreprises, lequel est présidé par Rick Ferraro, député provincial et responsable de la défense des petites entreprises ontariennes. De plus, la section reste en permanence en contact avec les principales associations commerciales pour tenir le ministère au courant de leurs opinions.

En collaboration avec la Société de développement de l'Ontario, la Chambre de commerce de l'Ontario et les grands établissements financiers, la direction a adopté et peaufiné cette année un certain nombre de mesures financières. Ces initiatives, qui mettaient plus de 200 millions de dollars

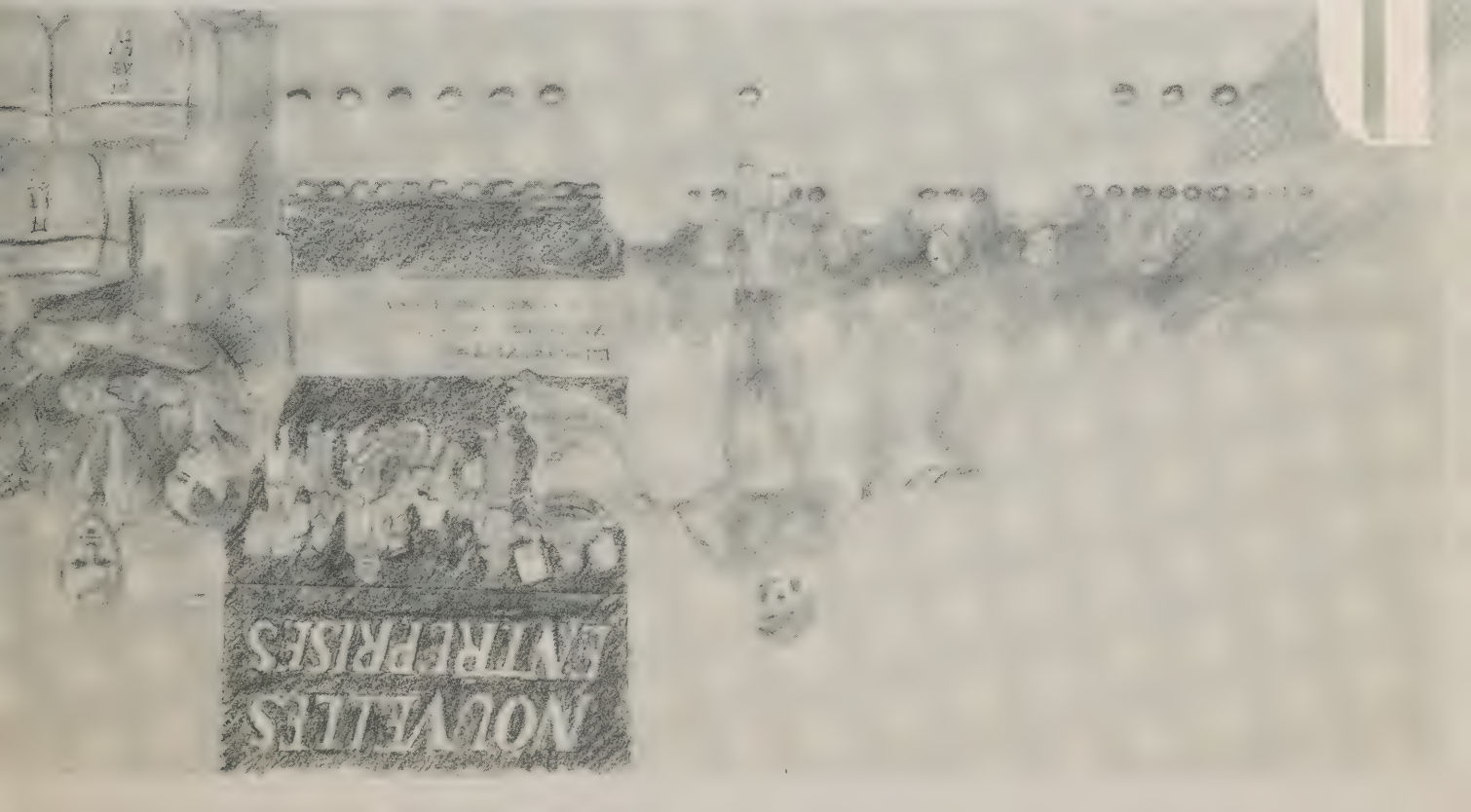
à la disposition des petites entreprises, recouvraient le programme Nouvelles entreprises, le Réseau ontarien d'investissement informatisé CONTACT, le programme des Compagnies pour l'expansion des petites entreprises, la contribution aux caisses de retraite des petites entreprises et le Régime d'actionnariat des employés.

La section de consultation pour les petites entreprises a organisé 230 séminaires dans l'ensemble de la province et distribué plus de 100 000 brochures sur le lancement et la gestion d'une petite entreprise.

Ces diverses activités, et bien d'autres encore, ont aidé directement à la création d'environ 4 100 entreprises, dont 1 360 l'ont été par des femmes et 2 340 par des jeunes.

La Direction de l'expansion commerciale a un mandat très clair, renforcer la position sur le marché de l'industrie manufacturière de l'Ontario. La direction, en collaboration étroite avec le secteur privé et diverses associations professionnelles concernées, a mobilisé toute son énergie sur les obstacles que les fabricants ontariens doivent surmonter pour améliorer leur compétitivité.

Par suite de cette collaboration entre le gouvernement et l'industrie, la direction a adopté trois stratégies. S'appuyant sur le nouveau processus de consultation engagé en avril 1986, elle





bureaux.

La Direction de l'Europe, du

Moyen-Orient et de l'Afrique a

également fait l'objet d'une

réorganisation en novembre 1986. La

nouvelle direction attache dorénavant

plus d'importance aux investissements

en Ontario même et cette politique a

remporté de grands succès.

Les programmes d'aide au

commerce extérieur ont aussi porté

leurs fruits et permis aux entreprises

ontariennes d'établir des liens fort utiles

sur le marché international. Appuyés

par le ministère, des fabricants de

pièces automobiles de rechange ont

réussi à se placer sur le marché moyen-

oriental, ce qui a entraîné une

augmentation considérable de leur

volume de ventes.

La direction a également accru ses

efforts en direction des marchés plus

traditionnels, les pays européens, et ses

initiatives ont été récompensées par

des résultats sans précédent. Elle a

augmenté et diversifié les activités de

ses trois bureaux à l'étranger, qui se

trouvent à Londres, Francfort et Paris.

L'an dernier, la direction a

contribué à financer un volume de

ventes d'une valeur approximative de

360 millions de dollars et à créer 8 500

nouveaux emplois. Le programme

d'implantation des entreprises

étrangères s'est traduit par 70 millions

de dollars d'investissement et 3 200

nouveaux emplois.

Le ministère de l'Industrie, du

Commerce et de la Technologie a

largement participé à l'étude

provinciale sur le projet d'accord de

libre-échange avec les Etats-Unis. Le

ministère a en effet préparé la réponse

du gouvernement ontarien aux

négociations fédérales-provinciales et

effectué la recherche et l'élaboration

de politiques pour les agents du

gouvernement assurant la liaison avec

le Comité permanent des négociations

commerciales.

Plus de 300 représentants du

monde des affaires, de l'Industrie, des

syndicats et du gouvernement se sont

rencontrés à la Conférence sur le

commerce organisée à Toronto par le

ministère pour y discuter des

conséquences d'un accord de libre-

échange. Le ministère de l'Industrie, du

Commerce et de la Technologie, M.

Hugh P. O'Neill, a d'ailleurs indiqué la

contribution que son ministère

entendait apporter à l'étude de cette

question.

Le ministère a déclaré qu'il avait fait

faire des études et consulté à maintes

reprises tant les chefs de file des

industriels, des syndicats et des

universitaires que l'Ontarien moyen,

de Thunder Bay aux Chutes du

Niagara. Il a ajouté que son ministère

avait rencontré des représentants de

près de 40 associations

professionnelles de l'Industrie

manUFACTURIÈRE, des entreprises

commerciales et du secteur tertiaire.

Ce processus de consultation a

permis au gouvernement de prendre

une position très nette sur le libre-

échange et de se faire ainsi le

champion des intérêts de l'Ontario.

Comme le ministre l'a d'ailleurs

souligné dans son discours de clôture,

la question de la politique commerciale

dans l'économie mondiale continuera

à figurer en tête de la liste des priorités

du gouvernement.

VISION DE L'EXPANSION INDUSTRIELLE ET COMMERCIALE

OUVRIR DE NOUVEAUX HORIZONS

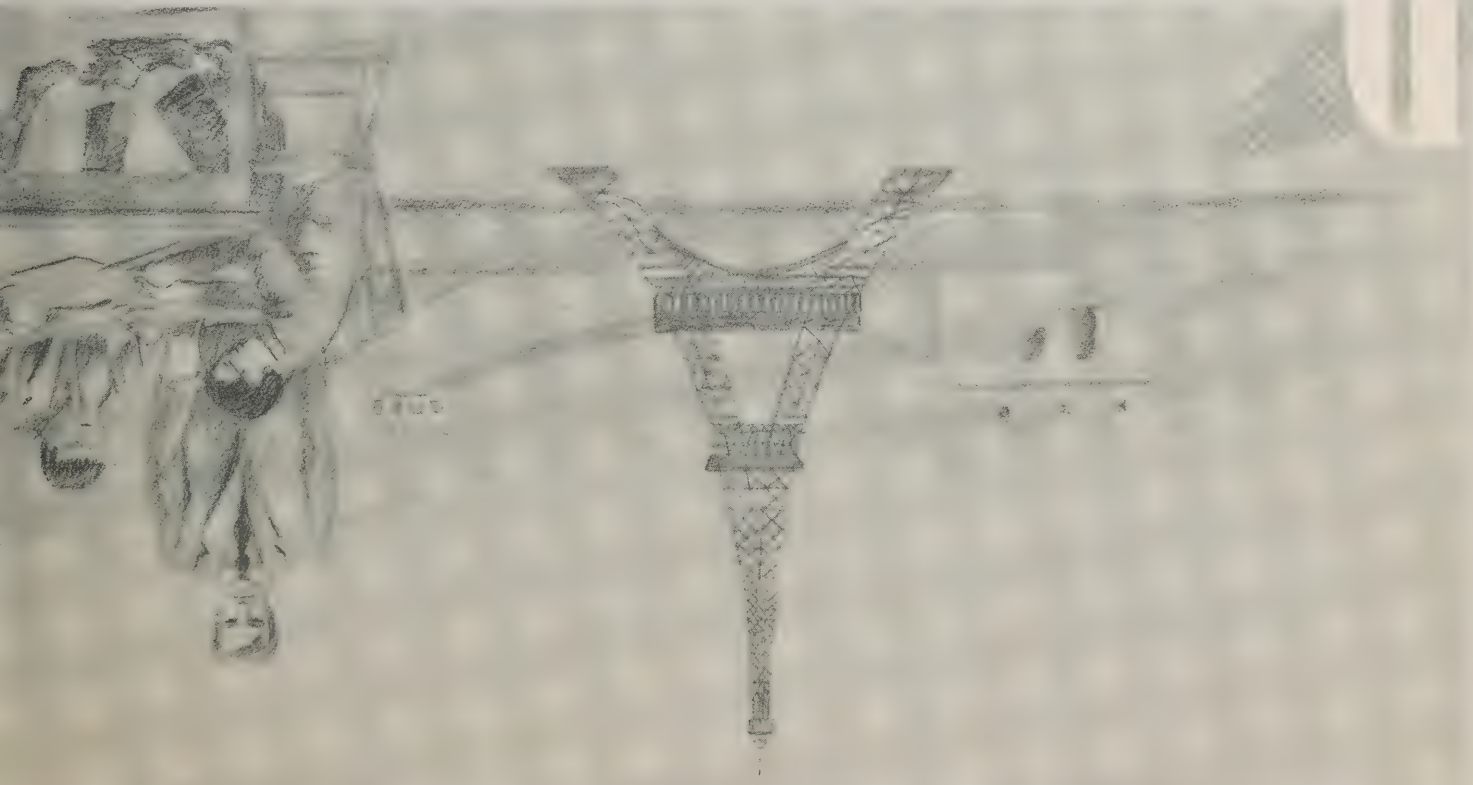
La restructuration du ministère en 1986 a vu la création de la Division de l'expansion industrielle et commerciale à partir de certains secteurs des anciennes Division industrielle et Division commerciale. Le ministère entendait ainsi tenir compte des mutations économiques, du fait que les sources d'investissement et les marchés d'exportation traditionnels de l'Ontario ont profondément changé au cours des quelques dernières années. Cette nouvelle division a comme fonction première d'offrir toutes sortes de services administratifs (renseignements, aide et consultation) aux investisseurs canadiens et

étrangers. Elle encourage également les compagnies à sortir du marché nord-américain par des subventions gouvernementales. Les directions de la division, qui correspondent aux grands découpages géographiques, sont bien équipées pour défendre les intérêts financiers et commerciaux de l'Ontario sur les différents marchés internationaux : États-Unis et Amérique latine; Europe, Moyen-Orient et Afrique; Chine, Asie du Sud-Est et Inde; ceinture du Pacifique. La Direction des bureaux régionaux remplit le même mandat au niveau provincial, élaborant les programmes et les politiques de développement économique en étroite collaboration avec les municipalités. La Direction des investissements et des exportations, quant à elle, réserve ses services aux directions, entreprises et municipalités. L'importance croissante de la ceinture du Pacifique dans l'économie mondiale a également abouti à la création d'une direction spécialement chargée de veiller aux intérêts de l'Ontario dans cette région. Le premier ministre, M. David Peterson, et le ministre de l'Industrie, du Commerce et de la Technologie, M. Hugh O'Neil, s'y sont rendus tous les deux et un nouveau bureau a été ouvert à Séoul en Corée du Sud. Des ventes directes dépassant 15 millions de dollars ont été conclues à la suite des nombreuses activités

entreprises, notamment l'établissement de 11 missions commerciales et la tenue d'un salon professionnel. Trente entreprises se sont établies dans la région et cent trois nouveaux agents ont été nommés.

La direction des États-Unis et de l'Amérique latine a maintenu son Programme des nouveaux exportateurs vers les états limitrophes. Toujours très populaire, ce programme montre aux exportateurs comment introduire leurs produits sur le marché américain. La direction a également favorisé les contacts entre les fabricants canadiens de matériel médical et de composants électroniques et les acheteurs américains. En outre, plusieurs entreprises ont pu pénétrer sur le marché sud-américain grâce au soutien qu'elles ont reçu des missions commerciales établies avec l'aide du

ministère. La Direction des bureaux régionaux a modifié son attitude cette année et reconnu la participation croissante des municipalités dans le développement économique. Elle a engagé plusieurs conseillers subalternes pour la seconde dans son travail. En outre, la direction continue à développer sa banque de données sur les entreprises ontariennes, notamment par l'installation d'ordinateurs dans ses



sciences et de la technologie et préside le groupe de travail sur les technologies stratégiques pour le secteur des ressources.

La Division des politiques et de la

technologie a terminé des études

approfondies sur la situation de plusieurs

secteurs nord-ontariens, comme les

industries de fabrication secondaire, les

produits forestiers, l'acier et les mines,

en plus d'examiner les besoins en

immobilisations et les rapports entre le

patronat et les syndicats dans la région.

Une étude générale a d'ailleurs été

remise aux participants à la Conférence

sur la compétitivité du Nord de l'Ontario

convoquée par le premier ministre et

organisée conjointement par la division

et le ministère du Développement du

Nord et des Mines.

La division a également terminé les

premières étapes du grand réexamen

des cinq Centres de technologie

provinciaux. Ces centres, qui ont signé

cette année 776 contrats d'une valeur

globale de 11,8 millions de dollars,

élaborent actuellement de nouveaux

plans d'exploitation qui leur permettront

de rationaliser leurs opérations

budgetaires au cours des trois

prochaines années.

Le Conseil du premier ministre, qui est

présidé par M. David Peterson lui-

même, a pour mandat de placer

l'Ontario à l'avant-garde du leadership

économique et de l'innovation

technologique. Ses 28 membres

proviennent du ministère de l'Industrie,

du Commerce et de la Technologie,

plus précisément du personnel du

Fonds de technologie et de celui du

Secrétariat. Ils relèvent directement du

sous-ministre, M. Patrick Lavelle, qui

exerce également les fonctions de

secrétaire du Conseil du premier

ministre.

Le Fonds de technologie, doté

d'un budget de 1 milliard de dollars

réparti sur 10 ans, a été créé en vue de

mettre le potentiel provincial en

recherche et développement au

service de la nouvelle technologie.

C'est dans cet esprit que l'on a

approuvé le financement des sept

Centres d'excellence, projets reposant

sur la mise en commun des

ressources du milieu universitaire et du

monde des affaires ontariens.

Voici les sept Centres d'excellence

qui ont été choisis par le Conseil :

• Le Centre de recherche avancée sur

le laser et les ondes lumineuses,

situé à l'Université de Toronto;

• Le Centre des sciences spatiales et

terrestres, composé de chercheurs

de l'Université York, l'Université de

Toronto, l'Université de Waterloo et

l'Université de Western Ontario;

• Le Centre de fabrication intégrée,

regroupant des chercheurs de

l'Université McMaster, l'Université

Carleton, l'Université Queen's,

l'Université de Toronto, l'Université de

Waterloo et l'Université de

Western Ontario;

• Le Centre de recherche sur les eaux

souterraines, situé à l'Université de

Waterloo;

• Le Centre de technologie

informatique, résultat de la

collaboration entre l'Université

Queen's, l'Université de Waterloo,

l'Université de Toronto et l'Université

de Western Ontario;

• Le Centre de recherche sur les

matériaux, impliquant l'Université

McMaster, l'Université Queen's,

l'Université de Toronto, l'Université

de Waterloo et l'Université de

Western Ontario;

• L'institut ontarien de recherche en

télécommunications, composé de

chercheurs de l'Université Carleton,

l'Université Queen's, l'Université

McMaster et l'Université d'Ottawa.

En janvier 1987, une délégation du

Conseil du premier ministre s'est

rendue au Japon pour sonder

certaines idées et échanger des

informations avec des fonctionnaires

du MITI, des organismes de haute

technologie et de grosses compagnies

manufacturières.



VISION DES POLITIQUES ET DE LA TECHNOLOGIE

S'IMPOSER SUR LES MARCHÉS PAR L'INNOVATION

Pour attirer de nouvelles entreprises, l'Ontario doit offrir plus qu'une main-d'oeuvre hautement qualifiée, une situation géographique centrale et d'importants marchés régionaux, trois de ses principaux atouts. Les entreprises prospères d'aujourd'hui dépendent de la technologie, ce qui suppose des ressources considérables sur le plan de la recherche et du développement.

C'est dans cet esprit que la nouvelle Division des politiques et de la

technologie du ministère s'est fixé les trois grands objectifs suivants en 1986-1987 :

- 1 Renforcer le rôle du gouvernement en recherche et développement par ses politiques industrielles, commerciales et technologiques;
- 2 Coordonner l'élaboration des politiques sur la technologie industrielle;
- 3 Réexaminer de fond en comble les Centres de technologie ontariens.

Cette division comprend la Direction de la politique technologique, la Direction des politiques industrielles et commerciales et le Secréariat à la planification stratégique, lesquels ont largement contribué à la réussite des objectifs de la division.

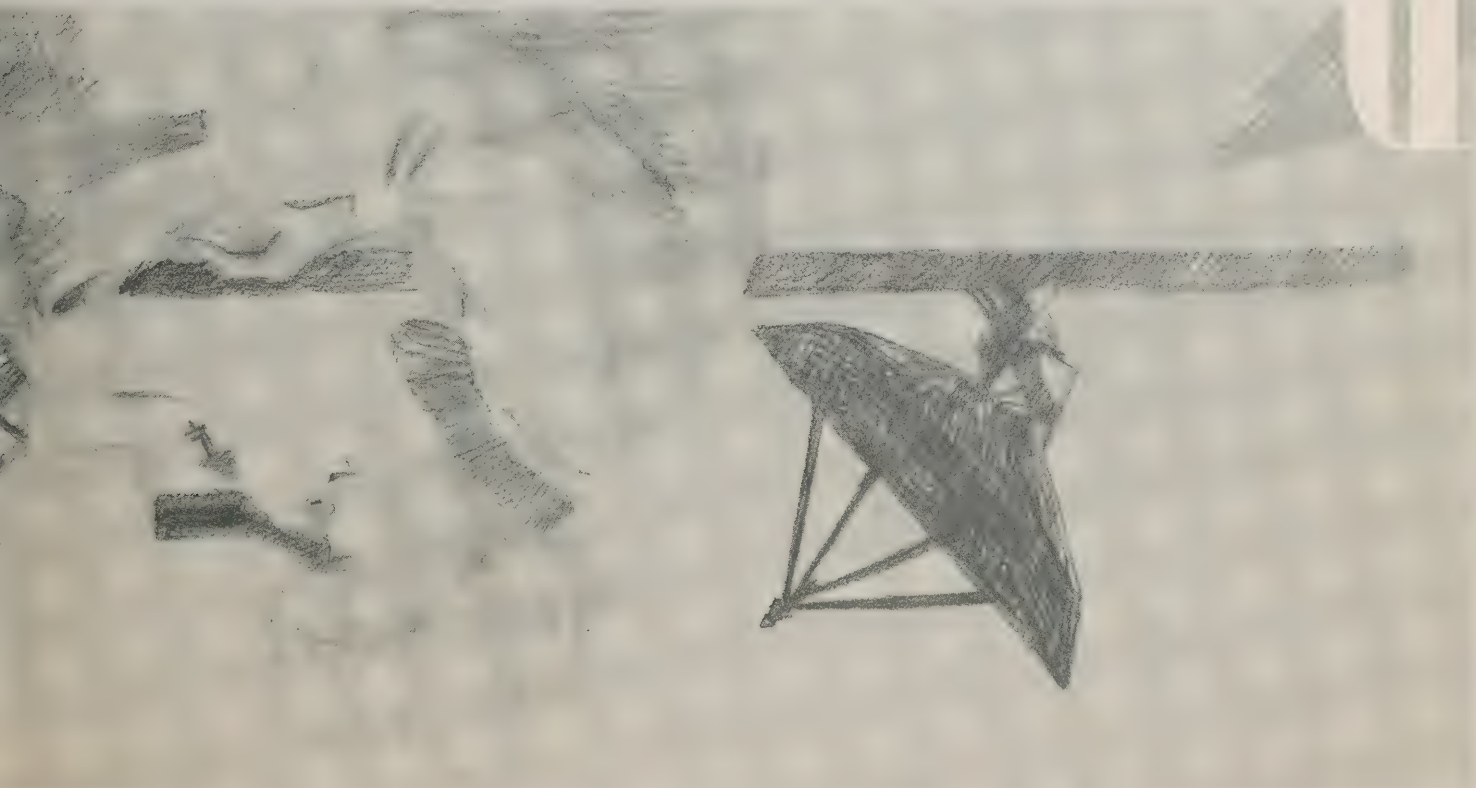
L'an dernier, l'élaboration de la politique ontarienne sur le libre-échange entre le Canada et les États-Unis est demeurée une question hautement prioritaire pour la division. C'est le personnel du ministère qui a préparé la réponse du gouvernement provincial aux consultations fédérales-provinciales et qui a effectué à la fois la recherche et la formulation de politiques pour les agents du gouvernement assurant la liaison avec le Comité permanent des négociations commerciales. Par ailleurs, la division a entrepris avec le

secteur privé des études approfondies sur les répercussions du libre-échange sur différents secteurs.

La division a également apporté son concours pour certains points épineux qui relèvent de la politique commerciale comme le bois résineux, l'acier, l'industrie automobile, l'uranium, etc. Elle a analysé, en collaboration étroite avec le secteur privé et, dans certains cas, avec d'autres gouvernements, les effets possibles d'une politique américaine défavorable à ces secteurs.

Les pourparlers sur l'élimination des obstacles aux échanges interprovinciaux ont été couronnés de succès. Les consultations avec de nombreux groupes d'experts et le gouvernement fédéral, qui ont pris fin cette année, ont posé les bases d'un processus de négociations plus intensif sur la portée d'un protocole d'entente interprovincial.

L'adoption de la Politique nationale en matière de sciences et de technologie est un autre événement marquant de l'année. L'Ontario est membre des sept comités qui ont été créés par le Conseil fédéral-provincial des ministres des



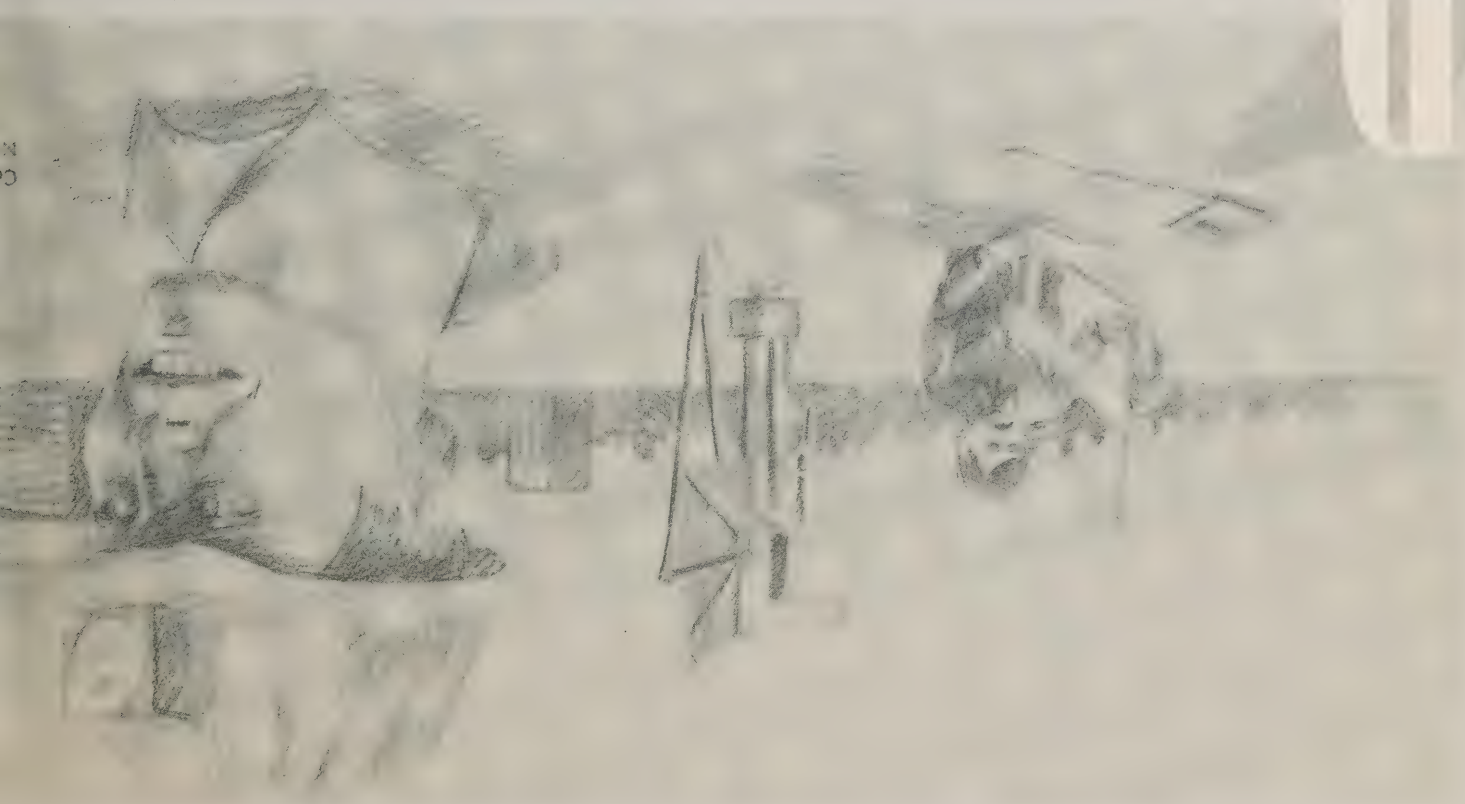
commerciaux participent activement au lancement des petites entreprises en veillant à la prestation des nombreux programmes du ministère qui leur sont destinés. Ils encouragent aussi bien les Canadiens que les étrangers à investir dans le Nord en organisant des activités de commercialisation des investissements. Ils rencontrent des représentants des principales municipalités au moins deux fois par an et les clients figurant dans la banque de données du ministère sur les compagnies au moins tous les ans. Pratiquement impliquée dans tous les programmes et les politiques, la Division de l'industrie du Nord occupe de ce fait une place à part au ministère. Elle représente la fenêtre du ministère sur le Nord et informe Queen's Park de l'activité économique de cette région. Le personnel de la division transmet régulièrement des rapports à Toronto, notamment sur l'agrandissement des usines, les nouveaux contrats de vente, les mises à pied, les fermetures d'entreprise et toute autre question méritant qu'on s'y attache. Il se charge également de la mise à jour de la banque de données sur les compagnies régionales.

Plus de 400 entreprises, délégués syndicaux et représentants communautaires se sont rencontrés à Sault Ste. Marie en novembre dernier pour assister à la Conférence sur la compétitivité du Nord, convoquée par le premier ministre. Organisée par le ministère de l'Industrie, du Commerce et de la Technologie, cette conférence a vu des discussions très animées sur les moyens d'encourager la croissance économique et l'indépendance des collectivités régionales. Cette conférence, qui a attiré des représentants du monde des affaires, des syndicats et du gouvernement, a permis de faire le tour de la question. Parmi les conférenciers présents, citons M. David Peterson, premier ministre de l'Ontario, M. Bo Ekman, vice-président de la planification d'entreprise de Volvo Corporation, M. Ira Magaziner, expert-conseil en stratégies commerciales de renommée mondiale, M. Léo Gérard du syndicat Métallurgistes unis d'Amérique et M. Michael Atkins, représentant des entreprises nord-ontariennes.

M. Ekman a discuté du modèle de

développement industriel utilisé pour "réussir sa transition", ce qui suppose une heureuse combinaison de personnes, de technologies et d'investissements. "Je pense que les nouvelles technologies ouvrent de nouveaux débouchés et de nouvelles parts de marché et qu'elles produisent de nouveaux rapports très avantageux au niveau des coûts, a déclaré M. Ekman. Notre société n'entre pas dans l'ère post-industrielle mais plutôt dans l'ère néo-industrielle. Il s'agit donc de savoir qui est le mieux équipé pour en tirer parti et comment le faire." Comme le soulignait le premier ministre, M. David Peterson, dans son discours de clôture, le gouvernement entend jouer le rôle qui lui incombe dans le développement du Nord mais c'est de cette région même que doivent venir le leadership et la coopération. Il faut à tout prix éviter d'imposer une solution torontoise aux problèmes régionaux.





MISSION DE L'INDUSTRIE DU NORD

APPORTER DES SOLUTIONS RÉGIONALES AUX PROBLÈMES RÉGIONAUX

Étant donné l'étendue et la diversité économique de l'Ontario, seules des mesures prises à l'échelle régionale peuvent résoudre des problèmes régionaux. C'est dans cet esprit que le ministère a créé, fin 1986, la Division de l'industrie du Nord, pour veiller à la prestation des programmes du ministère destinés à cette région si différente qu'est le Nord de l'Ontario. L'économie du Nord de l'Ontario, tributaire des ressources naturelles, repose essentiellement sur ses industries forestières et minières.

Comme ces deux secteurs économiques font l'objet d'une très vive concurrence sur les marchés mondiaux, leur vigueur économique est directement liée aux cours des marchandises. La diversification de l'économie régionale, l'encouragement des petites entreprises de toutes sortes, la création de nouveaux marchés et produits d'exportation et le remplacement des produits importés par des produits nationaux ne sont que quelques-unes des stratégies qui permettront à cette région de moins dépendre de ses principales industries.

Grâce à des contacts permanents aux niveaux régional et local, les fonctionnaires de la division peuvent très tôt déterminer à la fois les difficultés et les nouvelles possibilités économiques et préparer ensuite des réponses nord-ontariennes. Pour l'industrie, les municipalités et les associations de développement économique de cette région, les bureaux du ministère à Sault Ste. Marie, North Bay, Sudbury, Thunder Bay et Timmins sont le premier contact. Cette liaison sont essentielles au ministère, s'il entend mettre en oeuvre

les programmes et services destinés au Nord de l'Ontario.

Les responsabilités du personnel de la division sont multiples. Dans chaque bureau, les conseillers commerciaux se concentrent sur les priorités traditionnelles du ministère, c'est-à-dire l'accroissement des exportations et des investissements industriels. À cela s'ajoutent, depuis l'an dernier, trois nouvelles priorités pour le Nord de l'Ontario :

- aider la création de petites entreprises dans tous les secteurs économiques;
- encourager l'innovation et les applications des nouvelles technologies dans le secteur manufacturier;
- en collaboration avec les municipalités, planifier la croissance économique et définir les moyens d'atteindre les objectifs fixés.

La division a ébauché un certain nombre de stratégies pour atteindre ces trois objectifs. Ses conseillers

MINISTÈRE DE L'INDUSTRIE, DU COMMERCE ET DE LA TECHNOLOGIE

MANDAT DU MINISTÈRE

*Le ministre de l'Industrie, du
Commerce et de la Technologie a pour
mandat de renforcer la position de
l'économie provinciale sur les marchés
internationaux afin d'élever le niveau de
vie des Ontariens, de favoriser la création
d'emplois valorisants et d'assurer un
contexte favorable à l'investissement en
Ontario.*

Pour atteindre ces objectifs, le
ministère entend :

- attirer de nouveaux capitaux
produitifs d'entreprises canadiennes
et étrangères;
- promouvoir l'expansion et la
diversification des industries
régionales pour combattre les
disparités économiques;
- surmonter les difficultés liées à la
restructuration industrielle mondiale
par une action conjointe avec le monde
des affaires et les syndicats;
- encourager et aider l'expansion des
petites entreprises et du secteur
tertiaire;
- conquérir de nouveaux marchés et
étendre ceux qui existent déjà;
- favoriser l'accroissement de la
productivité par le développement et
l'application des nouvelles
technologies;
- ouvrir de nouveaux horizons en
commerce extérieur;
- passer en revue et ajuster les
programmes du ministère;
- accroître notre compétitivité en
attirant de nouveaux travailleurs et en
aidant notre main-d'œuvre actuelle à
se perfectionner;
- veiller à une utilisation rentable des
ressources provinciales.

ESSAGE DU SOUS-MINISTRE

L'honorable Hugh P. O'Neil
Ministre de l'Industrie, du Commerce et
de la Technologie de l'Ontario

Monsieur le ministre,

mars 1987.

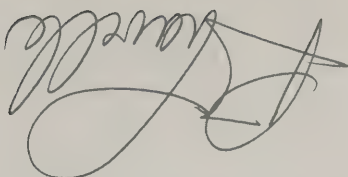
J'ai l'honneur de vous présenter le rapport annuel du ministère pour l'exercice clos le 31

Ce rapport décrit les efforts qui ont été déployés par le ministère pour étendre son rayon d'action à tous les secteurs économiques. Nos initiatives visent tout aussi bien l'industrie manufacturière que le secteur tertiaire, les petites entreprises familiales que les grosses compagnies. Nous nous sommes également employés à défendre les intérêts régionaux, notamment avec la création de la Division de l'Industrie du Nord. Nous avons aussi accompli de grands progrès dans le domaine des services en français et celui de l'équité d'emploi.

Si les programmes et politiques du ministère traduisent bien le mandat et les priorités qui ont été annoncés dans le discours du Trône, ils sont également le fruit d'une collaboration étroite avec le monde des affaires, les syndicats et le milieu universitaire. Le présent rapport expose en détail les résultats des activités du ministère au cours de l'année passée.

Je vous prie d'agréer, Monsieur le ministre, l'assurance de ma plus haute considération.

Le sous-ministre,



Patrick J. Lavelle



MESSAGE DU MINISTRE

À Son Honneur
le lieutenant-gouverneur
de l'Ontario

Votre Honneur,

J'ai le plaisir de vous présenter le rapport annuel du ministère de l'Industrie, du Commerce et de la Technologie pour l'exercice 1986-1987.

Le présent rapport décrit les objectifs et les réalisations du ministère et présente brièvement les principales initiatives de chaque division.

Notre but premier est de consolider la position favorable de l'Ontario dans une économie mondiale en constante évolution. Mon ministère veille à garantir à l'Ontario une place de premier plan lui permettant de saisir les multiples opportunités que génère ce nouvel ordre économique.

L'exercice qui se termine a été marqué par une activité particulièrement intense. Le ministère a mené à bien sa restructuration et la nouvelle organisation en place est prête à relever les défis que l'avenir réserve à l'Ontario.

Le ministre,

Hugh P. O'Neill

Hugh P. O'Neill



TABLE DES
MATIÈRES

Message du ministre 1

Message du sous-ministre 1

Mandat du ministère 1

Division de l'industrie du Nord 1

Division des politiques et de la technologie 1

Division de l'expansion industrielle et commerciale 1

Division des petites entreprises, du secteur tertiaire et des projets d'investissement 1

Division de l'administration 1

Direction des communications 1

État des dépenses 1

Organigramme 1

Bureaux régionaux et bureaux à l'étranger 1

LISTE DES BROCHURES DU MINISTÈRE

Les femmes propriétaires d'entreprise • Programmes et services d'exportation • Exporter aux États-Unis • Exporter vers les états limitrophes • Le succès assuré • Fabriqué en Ontario/Canada • Nouvelles entreprises • Le Nord dans l'Amérique du Nord • La chance vous sourit • Fondation d'une petite entreprise en Ontario • La situation des petites entreprises • Services consultatifs pour les petites entreprises • Petite entreprise Ontario • Services aux petites entreprises • Le Fonds de technologie • Le Fonds de développement du commerce avec les pays d'outre-mer • Le Fonds de développement du commerce du Nord de l'Ontario

Départ toute concurrence!

LES ENTREPRISES
OVIARIENNES

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RAPPORT ANNUEL

MINISTÈRE DE L'INDUSTRIE, DU COMMERCE ET DE LA TECHNOLOGIE

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ANNUAL REPORT

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**ONTARIO'S
BUSINESS**
More than Competitive!



Ministry of
Industry,
Trade and
Technology

Province of Ontario
Queen's Park
Toronto, Canada
M7A 2E1

Monte Kwinter
Minister

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C O N T E N T S

Minister's Message	2
Deputy Minister's Message	3
Industry & Trade Expansion Division	4
Investment and Regional Operations	
U.S.A. and Latin American Branch	
Europe, Middle East and Africa Branch	
Pacific Rim Branch	
China and South Asia Branch	
Policy and Technology Division.....	5
Small Business, Services and Capital Projects Division	5
Business Development Branch	
Small Business Branch	
Service Sector Secretariat	
Northern Industry Division	6
Ministry Administration	6
Premier's Council Secretariat & Technology Fund	
Communications Branch	
Human Resources Branch	
French Language Services	
Ministry Agencies	8
Ontario Development Corporations	
Ontario International Corporation	
Statement of Expenditures.....	9
Organization Chart.....	10
Ministry of Industry, Trade and Technology Offices.....	12

M inister's Message

To His Honour
The Lieutenant-Governor
of the Province of Ontario

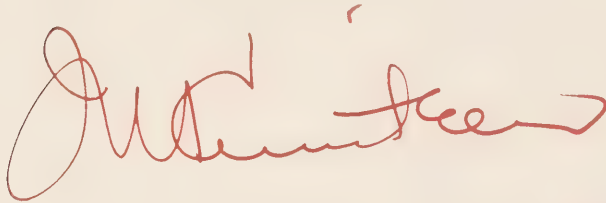
May It Please Your Honour:

I am pleased to present the annual report of the Ministry of Industry, Trade and Technology for the fiscal year 1987-88.

Ontario is in the enviable position of having the most vibrant economy in Canada. And the expanding list of our products and services being sold abroad is a sure sign of our growing importance in the international marketplace.

It is the Ministry's mission to stimulate and assist the growth of Ontario's industries and international trade efforts. This report summarizes the Ministry's initiatives undertaken during the past year to fulfill that mandate.

At no time, in my view, has Ontario been more determined or better equipped to meet the challenges of the future.



Monte Kwinter
Minister, Industry, Trade
and Technology.



Deputy Minister's Message

The Honourable Monte Kwinter
Minister of Industry, Trade and Technology

Dear Mr. Minister:

It is my pleasure to submit the Ministry's annual report for the fiscal year ending March 31, 1988.

This report is a concise account of the year's activities along with a statement of expenditures and information about the Ministry's organization.

We are facing formidable competitors in the new, global economy. International competition in Ontario's domestic market is growing while our trade relationships abroad are changing. This past year, the Ministry made many commendable gains in preparing for these changes, making it a significant and productive year in our history.

I am sure that we can look forward with confidence to this new environment, which holds so much promise and exciting trade opportunities for Ontario.

Respectfully submitted,



Patrick J. Lavelle
Deputy Minister

Industry and Trade Expansion Division

The Division formulates policies and programs to promote domestic and international trade and encourage foreign investment. This Division organized two major events this past fiscal year. In January, Premier David Peterson attended the World Economic Forum in Davos, Switzerland. His trip also included meetings with world leaders in the U.K. and West Germany. To promote trade between Europe and Ontario, Industry, Trade and Technology Minister Monte Kwinter met with business leaders in West Germany and France.

The Investment and Regional Operations Branch

Through staff located at Queen's Park and 13 offices in Southern, Central and Eastern Ontario, the Branch provides counselling services and delivers the Ministry's domestic programs and services.

- For the third time in as many years, a tour of Eastern Ontario was arranged to acquaint foreign business people with the region's potential investment opportunities.
- Last year, through a jointly funded program with the Ministry of Skills Development, exporters hired 170 college and university graduates as international marketing interns. And 31 companies hired full time export managers under another Branch program designed to encourage Ontario companies to expand their exporting capabilities.

The U.S.A. and Latin American Branch

The Branch promotes Ontario's exports and exporter development and encourages incoming investment and technology transfer. This region accounts for over 90 per cent of Ontario's exports and about 60 per cent of incoming investment.

- The Branch organized 41 trade missions and fairs last year. And 12 "New Exporters to Border States" missions were undertaken to various U.S. border cities in an effort to encourage small and medium-sized Ontario firms to begin exporting.
- The Branch held eight Export Opportunities Conferences during October in Ottawa, Hamilton, London, Windsor, Thunder Bay, Sudbury, Peterborough and Kingston.
- Investment seminars and workshops were held to encourage new investment in local plants and facilities as well as the acquisition of new technology through licensing and joint ventures.

The Europe, Middle East and African Branch

This Branch dealt with over 880 companies, assisting them in exporting to the markets of Europe and the emerging economic powers of the Middle East.

- The Branch directly assisted in the establishment of 27 new manufacturing plants in Ontario and was directly involved in the generation of 3,500 jobs.
- Ninety separate trade and investment activities were conducted, including an exhibition of Toronto architecture in Paris,

officially opening the new Ontario House headquarters in London, and providing special export support for Northern Ontario lumber manufacturers.

The Pacific Rim Branch

Pacific Rim companies invested more than \$75 million in Ontario last year. Activities included setting up branch plants, joint-venture arrangements and licensing agreements that helped create over 250 new jobs in Ontario.

- The Branch sponsored 14 trade missions to the region last year.
- The Branch assisted hundreds of Ontario businesses by gathering timely market information and intelligence and making local contacts and inquiries about all matters related to trade.

The China and South Asia Branch

The potential industrial and consumer markets of the People's Republic of China, Hong Kong, India and Pakistan represent a dynamic emerging economic force in the world today.

- The Branch led 10 trade missions to these regions.
- Ontario exports to China and Hong Kong totalled \$337 million, while exports to South Asia totalled \$69 million.



Policy and Technology Division

The Division (the Technology Policy Branch, the Strategic Planning Secretariat and the Industry and Trade Policy Branch), provides research and policy development in major areas including science and technology, trade and regional growth.

- The Division extensively analyzed the proposed Canada-United States Free Trade Agreement to provide

policy advice for intergovernmental discussions as well as to examine the impact of the Agreement on major industrial sectors in the province. Several reports were issued following hearings of the Cabinet Subcommittee on Free Trade held across the province.

- The new round of GATT negotiations in Uruguay, the domestic impact of the U.S. Congressional Omnibus Trade Bill and the effect of federal tax reform

on Ontario's manufacturers were also analyzed by the Division.

- A Division discussion paper was the basis of Premier Peterson's proposal at the First Ministers' Conference in November to set a Canadian research and development investment target that would double national spending on R&D within the next 10 years.

Small Business, Services and Capital Projects Division

In partnership with the private sector, the Division stimulates the growth and competitiveness of business in Ontario by supporting the start-up and growth of small business; developing policies and programs to enhance the competitiveness of the service sector; undertaking business development initiatives targeted on a sectorial basis; and providing financial support for larger-scale industrial development projects.

The Business Development Branch

The Branch is designed to improve the competitiveness of Ontario's existing manufacturing base by defining strategic courses of action in

partnership with lead firms and associations on a sector-by-sector basis.

- Initiatives undertaken last year included: a rail transportation sector rationalization; Ontario tire industry restructuring; and strategic initiatives to increase commercialization of provincially made medical devices, enhance our existing portable appliance industry and promote Ontario's fashion industry.
- Combined Branch and supplier development initiatives were undertaken and included: the Source

Ontario/Manufacturing Opportunities show; initiatives with Ford, GM-Suzuki and the U.S. Defence Procurement Group; and Med-Tech '87 in London, Ont., to encourage the commercialization of medical devices.

- The Sourcing Centre handled 4,000 supplier identification inquiries last year.
- The Branch's "Market Place Bulletin" is distributed to 11,000 businesses across the province.
- Seminars to promote the public sector markets were held for Ontario manufacturers.
- The Industrial Development Review Program linked industrial benefits to government procurement in excess of \$250,000.



The Small Business Branch

The Branch provides a wide variety of advice and counsel to existing small businesses and those just starting up. Some 14,500 Ontarians used the Branch services and over 3,300 entrepreneurs were directly assisted in starting a new small business in Ontario.

- A small business network was established in Eastern Ontario and two new university business schools joined the small business consulting program.
- A new self-help publication, "Record Keeping Made Easy," was added to the Ministry's widely acclaimed series of instructional books.

- The Branch established 13 Self-Help Business Centres in major cities across Ontario for people seeking information and advice related to small businesses.
- The small business advocacy section began providing advice to the government on small business matters and acts as a liaison between small business groups and the government policy makers.

The Service Sector Secretariat

The Service Sector Secretariat, in its first full fiscal year of operations, has become an important source of counsel and information to business and government on matters affecting both the growth of the domestic sector and international trade opportunities.

- Consultations were held with industry to overcome barriers to selling Ontario industrial design services abroad.
- Seminars were led for both business and government on how services can be traded and to ensure service sector firms have access to existing industrial assistance programs.
- To overcome a lack of information available to policy makers, the Secretariat maintains one of Canada's most comprehensive databases on service sector research.

Northern Industry Division

Through five offices located in North Bay, Sudbury, Timmins, Sault Ste. Marie and Thunder Bay, the Division offers assistance to industry, business, municipalities, economic development

organizations and individuals starting new businesses.

- The Ontario Centre for Resource Machinery Technology in Sudbury expanded its original mandate to become an active venture capital centre with a new resource-related

investment strategy. Funds are invested in the extraction, harvesting, processing, manufacturing and support industry sectors of Northern Ontario.

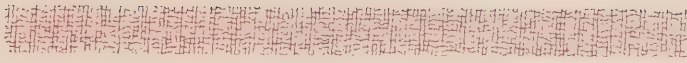
Ministry Administration

The Premier's Council Secretariat and Technology Fund

The Premier's Council is a 28-member group of senior business, labour and academic leaders. It is concerned with

the direction of the province's business development and long-term economic strategies. The Council administers the \$1-billion Technology Fund, which at the end of the fiscal year was comprised of four programs:

- The University Research Incentive Fund received \$6.3 million last year from the Technology Fund for the funding of 125 research projects.



- The Industry Research Program announced funding for eight projects with a total commitment of \$38 million.
- The seven Centres of Excellence will receive \$204 million over the next five years.
- The six Centres of Entrepreneurship will receive \$3.6 million over the next four years.

The Communications Branch

The Communications Branch is responsible for promoting Ontario as a preferred investment location and a source of superior exports, as well as informing domestic clients about Ministry programs and services. The Branch produced several new publications, coordinated a number of special events and implemented a new corporate identity program. Highlights included:

- “Share the Vision,” a new investment brochure and video, was produced in English and French.
- “Challenges” magazine, the ministry’s flagship publication, is

now distributed to over 10,000 senior decision-makers in business, labour, government and universities.

- Coordination and production of “Small Business Ontario” (quarterly newsletter), “The State of Small Business” (annual report), “Made in Ontario” (directory of manufacturers), promotional material for the Ontario/Jiangsu Science and Technology Centre, educational publications and special reports.
- Promotion of the Export Opportunities Conferences, the Francophone Summit, the Festival of Canadian Fashion, the Source Ontario/Manufacturing Opportunities Show, the Pacific Rim Conference, the Centres of Excellence and the Premier’s Council.

The Human Resources Branch

Pro-active consulting services were provided in areas of staffing, training and development, human resource planning and employment equity.

- The Branch placed emphasis on making job opportunities more accessible to the public, hiring youth and providing French language services.
- An in-house training program was introduced to enhance employee

skills. In support of the Ministry’s commitment to improve women’s representation, overall hire/promotion targets were exceeded in senior and middle management and business consultant positions.

French Language Services

This section coordinates all activities related to the implementation of the French Language Services Act and advises senior government officials on matters related to the Franco-Ontarian community.

- A three-year plan was developed to ensure the effective delivery of French Language Services. The plan was approved by the Office of Francophone Affairs and the French Language Services Commission.
- Translation of documents, hiring bilingual staff and the creation of a visual identity program began last year. Contacts have been made with the Francophone business community to help develop activities that meet their needs.



Ministry Agencies

The Ontario Development Corporations

The Ontario Development Corporations are Ontario's primary instrument for providing financial assistance to the private sector. The Ontario Development Corporation (ODC), The Eastern Ontario Development Corporation (EODC), The Northern Ontario Development Corporation (NODC), and the newly created Innovation Ontario Corporation (IOC) constitute the Development Corporations. Last year they expanded the scope of their financial services to assist high technology and emerging industrial sectors. Highlights included:

- Innovation Ontario began operations during the last fiscal

year. It assists high technology firms in their early stages by providing financial assistance as well as a range of technical and consulting services.

- New Ventures, an ODC program, also started last year. It helps small businesses obtain conventional bank funding by guaranteeing their loans.
- The four Development Corporations are in the midst of fundamental organizational and technological changes to improve efficiency and effectiveness.
- The NODC saw its financial commitments increase by 40 per cent in Northern Ontario, due in part to greater public awareness caused by the opening of new offices in Sault Ste. Marie and Kenora.

Ontario International Corporation

The Corporation has a mandate to support the marketing of Ontario

services and capital goods abroad, particularly in newly developing countries.

- In the past fiscal year, Blair Tully was appointed president and chief executive officer and Frank Miller was appointed chairman.
- A corporate development division was created to support Ontario International's program delivery and to coordinate its activities with other ministries and agencies involved in trade expansion.



Statement of Expenditures

For the Fiscal Year Ending March 31, 1988

MINISTRY ADMINISTRATION

Main Office	\$ 1,878,746
Financial Services	2,013,021
Supply & Office Services	1,254,155
Information Services	1,571,891
Audit Services	412,756
Analysis & Planning	471,591
Legal Services	743,139
Systems Development	2,584,282

Total	\$ 12,102,890
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POLICY AND TECHNOLOGY DIVISION

Program Administration	\$ 456,419
Strategic Planning & Coordination	809,473
Industry and Trade Policy	3,145,997
Technology Policy & Development	23,750,658

Total	\$ 28,162,547
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SMALL BUSINESS, SERVICES & CAPITAL PROJECTS

Program Administration	\$ 392,205
Small Business	6,551,790
Service Sector	883,235
Business Development	2,857,609
Industrial Assistance	82,938,136

Total	\$ 93,559,975
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INDUSTRY AND TRADE EXPANSION

Program Administration	\$ 482,209
International Operations	25,416,582
Investment & Regional Operations	8,701,376
Ontario International Corporation	2,800,205

Total	\$ 37,400,372
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NORTHERN INDUSTRY

Program Administration	\$ 359,786
Northern Region	4,541,395

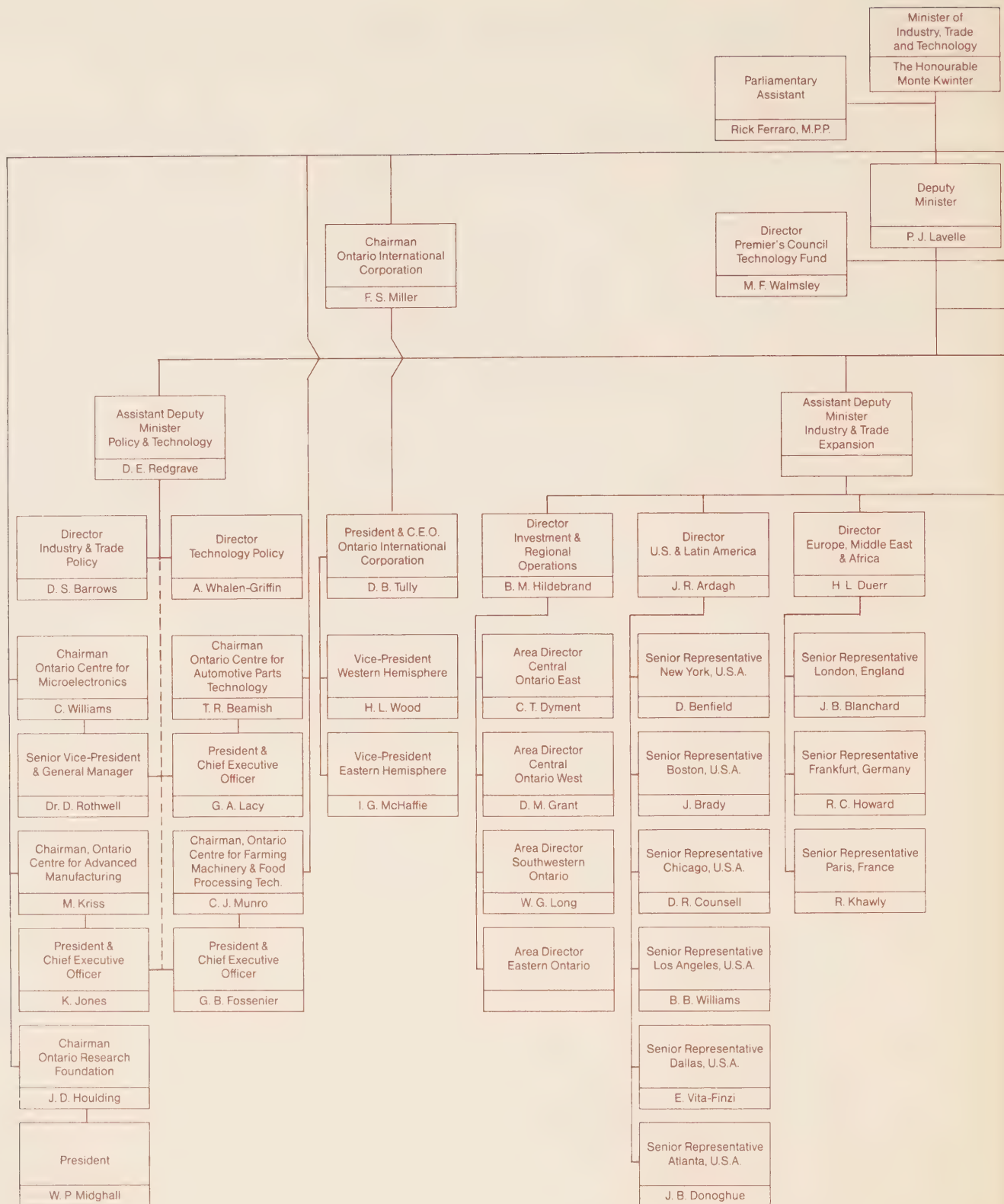
Total	\$ 4,901,181
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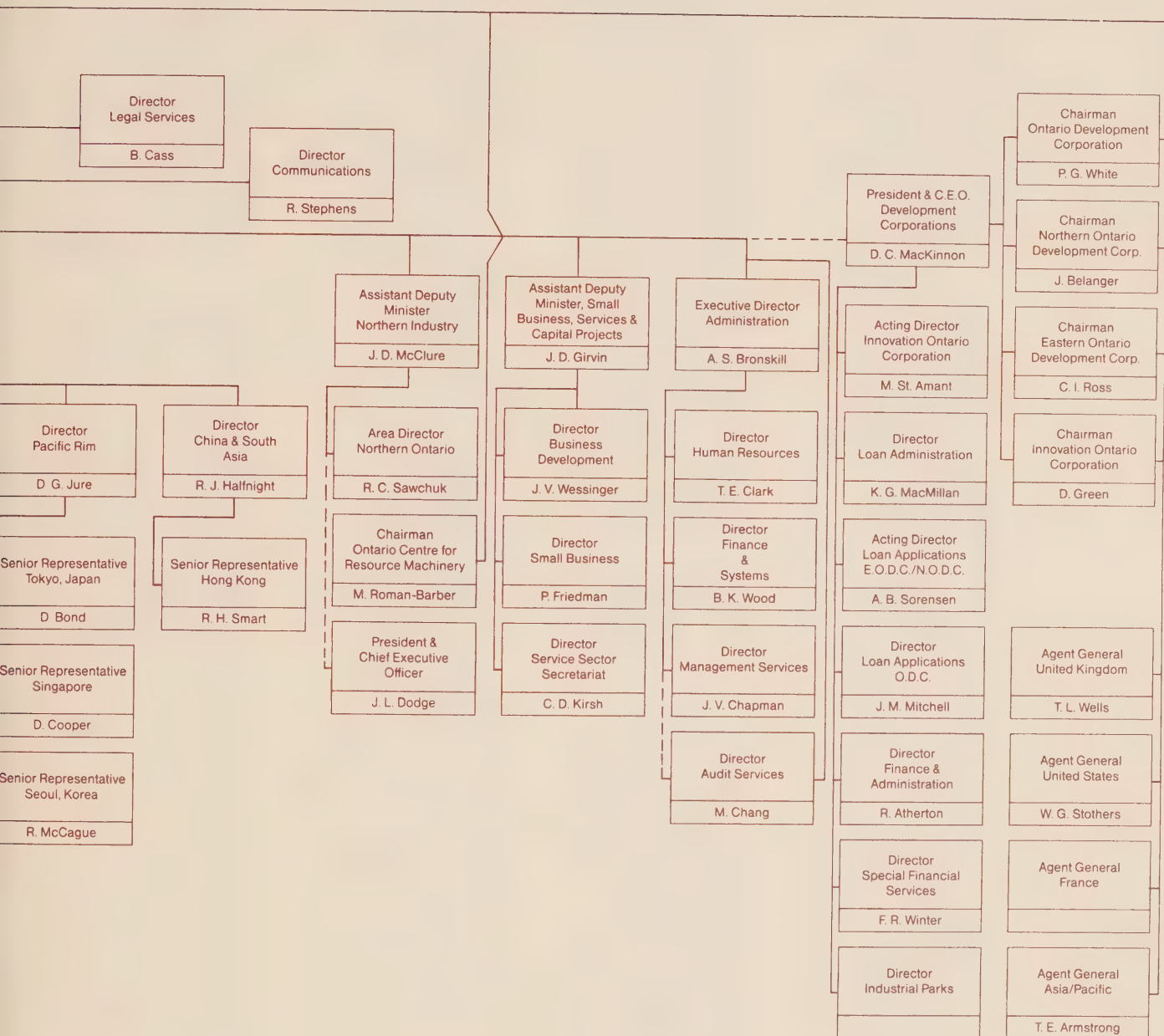
ONTARIO DEVELOPMENT CORPORATIONS

Ontario Development Corporation	\$ 44,660,487
Northern Ontario Development Corporation	15,852,980
Eastern Ontario Development Corporation	14,427,994
Innovation Ontario Corporation	9,393,204

Total	\$ 84,334,665
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TOTAL	\$260,461,631
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Organization Chart



Ministry of Industry, Trade and Technology

DOMESTIC OFFICES

Central East

METRO TORONTO
Willowdale M2J 2Z1
(416) 491-7680
Fax: (416) 491-3650

ORILLIA
Orillia L3V 6K2
(705) 325-1363
Fax: (705) 325-4484

Central West

HAMILTON
Hamilton L8N 3Z9
(416) 521-7783
Fax: (416) 521-0066

PEEL
Mississauga L4Z 1S1
(416) 279-6515
Fax: (416) 279-9160

ST. CATHARINES
St. Catharines L2R 7G1
(416) 688-1454
Fax: (416) 688-4872

Eastern Ontario

OTTAWA
Ottawa K1P 5A9
(613) 566-3703
Fax: (613) 563-2859

BROCKVILLE
Brockville K6V 6B2
(613) 342-5522
Fax: (613) 342-3436

KINGSTON
Kingston K7L 5T3
(613) 545-4444
Fax: (613) 545-4439

PETERBOROUGH
Peterborough K9J 3G6
(705) 742-3459
Fax: (705) 742-3272

Southwest

LONDON
London N6A 1K7
(519) 433-8105
Fax: (519) 433-6765

WINDSOR
Windsor N9A 6V9
(519) 252-3475
Fax: (519) 252-9677

SARNIA
Sarnia N7T 7V1
(519) 332-2836
Fax: (519) 332-5030

KITCHENER
Kitchener N2G 1B9
(519) 744-6391
Fax: (519) 744-6204

OWEN SOUND
Owen Sound N4K 1J1
(519) 376-3875
Fax: (519) 376-8000

North

SUDBURY
Sudbury P3E 5P9
(705) 675-4330
Fax: (705) 674-5179

SAULT STE. MARIE
Sault Ste. Marie
P6A 1X3
(705) 945-8300
Fax: (705) 942-2823

NORTH BAY
North Bay P1B 2Y5
(705) 472-9660
Fax: (705) 474-4946

THUNDER BAY
Thunder Bay P7C 5G6
(807) 475-4088
Fax: (807) 475-1388

TIMMINS
Timmins P4N 1E2
(705) 264-5393
Fax: (705) 264-5927

INTERNATIONAL OFFICES

United States

ATLANTA
Atlanta, Georgia 30339
USA
(404) 956-1981
Fax: (404) 955-5699

BOSTON
Boston, Mass. 02199
USA
(617) 266-7172
Fax: (617) 266-0271

CHICAGO
Chicago, Illinois 60604
USA
(312) 782-8688
Fax: (312) 782-5381

DALLAS
Dallas, Texas 75240
USA
(214) 386-8071
Fax: (214) 991-5159

LOS ANGELES
Los Angeles,
California 90017
USA
(213) 622-4302
Fax: (213) 623-4695

NEW YORK
New York, N.Y. 10022
USA
(212) 308-1616
Fax: (212) 888-3186

Europe

FRANKFURT
West Germany
011-49-69-71-9199-15
Fax:
011-49-69-71-9199-28

LONDON
London SW1X 7LY
England
011-44-1-245-1222
Fax: 011-44-1-259-6661

PARIS
75008 Paris, France
011-33-1-563-4-1634
Fax:
011-33-1-4-225-3839

Pacific Rim

SEOUL
Seoul 100, Korea
011-82-2-753-2605/8
Fax: 011-82-2-755-0686

SINGAPORE
0923-Singapore
011-65-732-4567
Fax: 011-65-737-1622

TOKYO
Tokyo 105, Japan
011-81-3-436-4355
Fax: 011-81-3-436-2735

China/South Asia

NANJING
Nanjing, Jiangsu, P.R.C.
011-86-25-653993-6
Fax: 011-86-25-653154

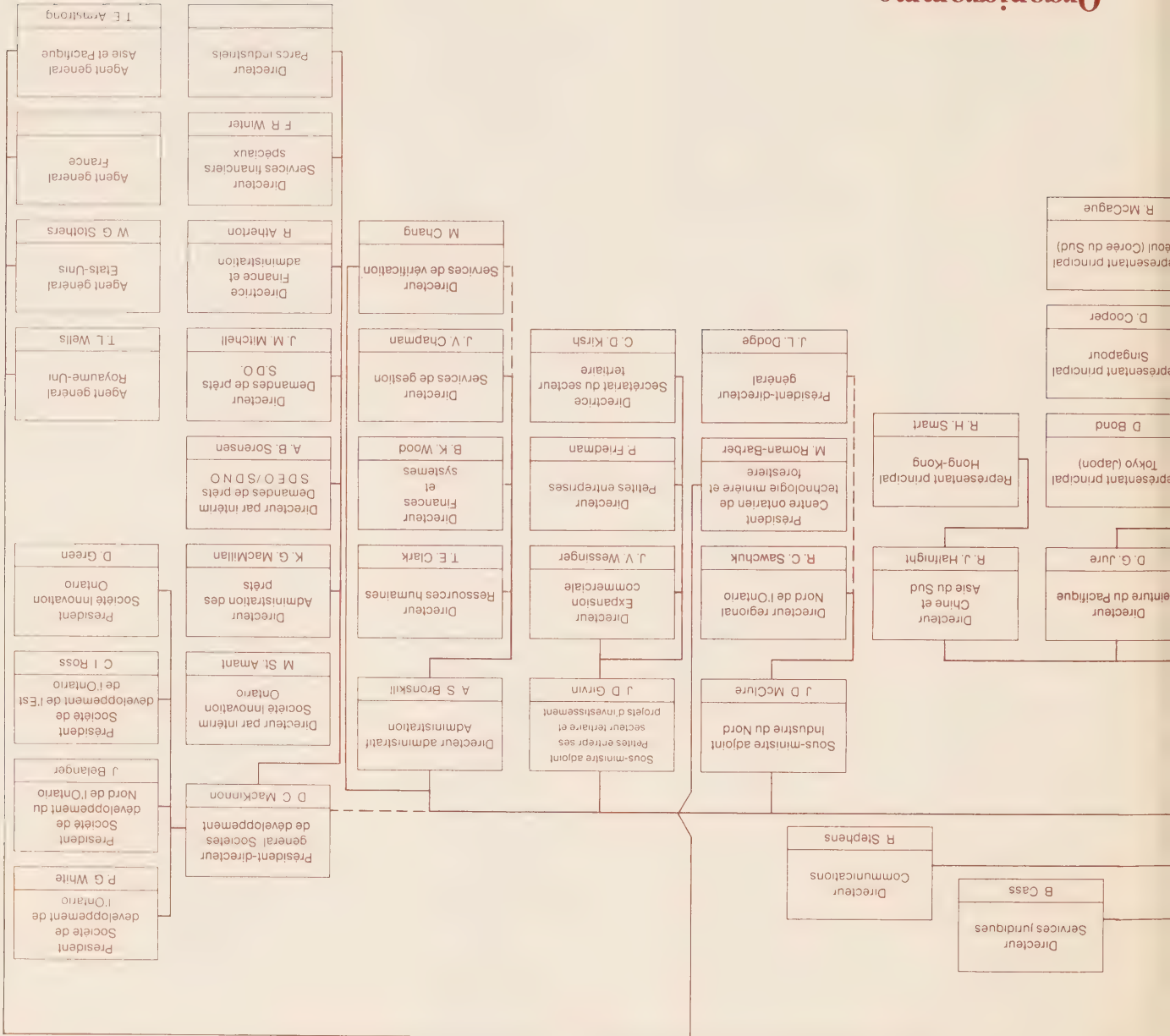
HONG KONG
Hong Kong
011-852-5-276-421
Fax: 011-852-865-6062

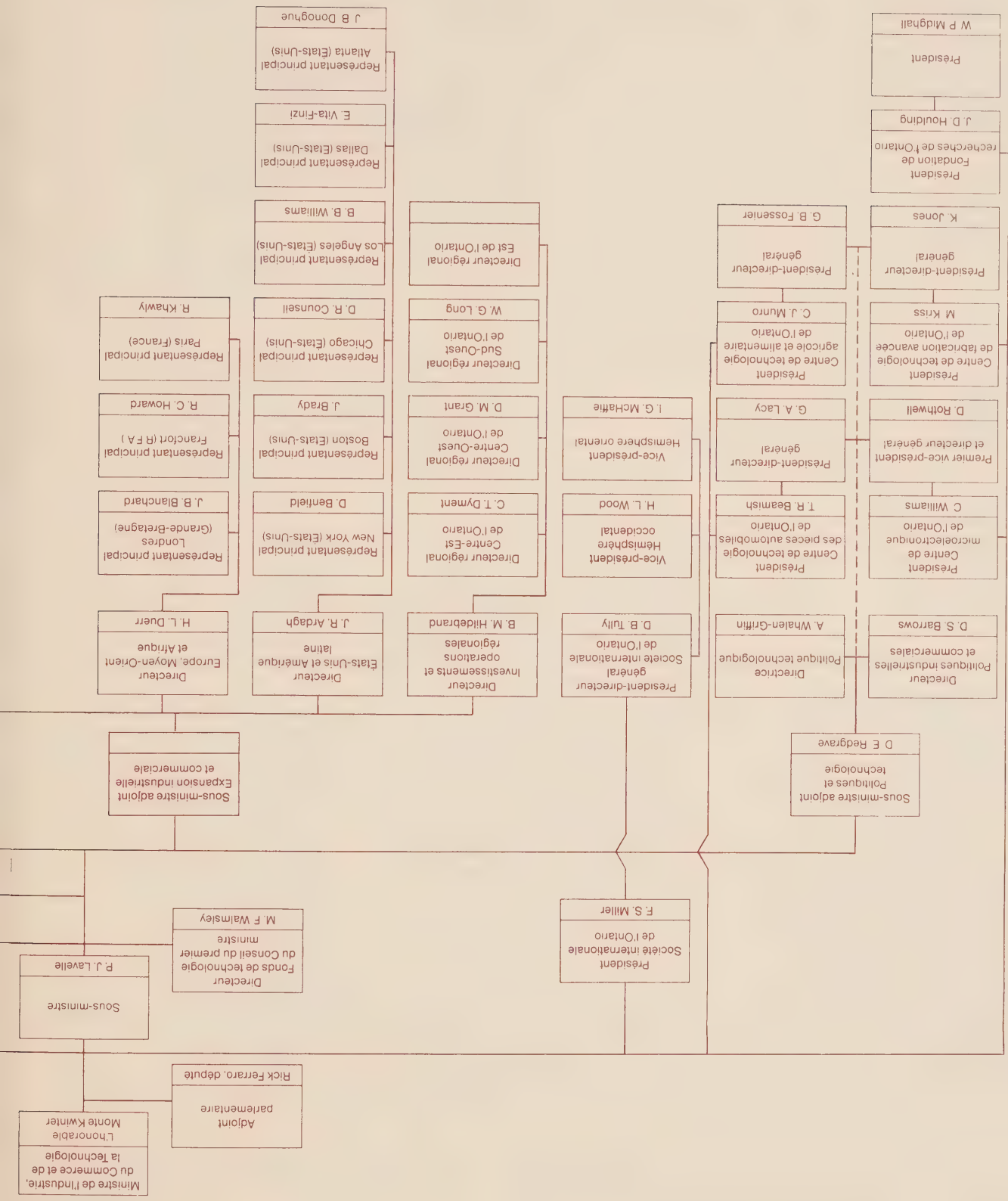
NEW DELHI
New Delhi, India
011-91-11-641-0785
Telex:
031-62927 GOTO IN



BUREAUX RÉGIONAUX	Centre-Est COMMUNAUTÉ URBAINÉ DE TORONTO Willowdale M2J 2Z1 (416) 491-7680 Télécopieur : (416) 491-3650 ORILLIA Orillia L3V 6K2 (705) 325-1363 Télécopieur : (705) 325-4484 Centre-Ouest HAMILTON Hamilton L8N 3Z9 (416) 521-7783 Télécopieur : (416) 521-0066 PEEL Mississauga L4Z 1S1 (416) 279-6515 Télécopieur : (416) 279-9160 ST. CATHARINES St. Catharines L2R 7G1 (416) 688-1454 Télécopieur : (416) 688-4872	BUREAUX PETERBOROUGH Peterborough K9J 3G6 (705) 742-3459 Télécopieur : (705) 742-3272 Sud-Ouest LONDON London N6A 1K7 (519) 433-8105 Télécopieur : (519) 433-6765 WINDSOR Windsor N9A 6V9 (519) 252-3475 Télécopieur : (519) 252-9677 SARNIA Sarnia N7T 7V1 (519) 332-2836 Télécopieur : (519) 332-5030 KITCHENER Kitchener N2G 1B9 (519) 744-6391 Télécopieur : (519) 744-6204 OWEN SOUND Owen Sound N4K 1J1 (519) 376-3875 Télécopieur : (519) 376-8000 Nord SUDBURY Sudbury P3E 5P9 (705) 675-4330 Télécopieur : (705) 674-5179 SAULT STE. MARIE Sault Ste. Marie P6A 1X3 (705) 945-8300 Télécopieur : (705) 942-2823 NORTH BAY North Bay P1B 2Y5 (705) 472-9660 Télécopieur : (705) 474-4946	BUREAUX KINGSTON Kingston K7L 5T3 (613) 545-4444 Télécopieur : (613) 545-4439 BROCKVILLE Brockville K6V 6B2 (613) 342-5522 Télécopieur : (613) 342-3436 KINGSTON Kingston K7L 5T3 (613) 545-4444 Télécopieur : (613) 545-4439	BUREAUX THUNDER BAY Thunder Bay P7C 5G6 (807) 475-4088 Télécopieur : (807) 475-1388 TIMMINS Timmins P4N 1E2 (705) 264-5393 Télécopieur : (705) 264-5927 L'ÉTRANGER BUREAUX À L'ÉTRANGER Paris 75008 Paris, France 011-33-1-563-4-1634 Télécopieur : 011-33-1-4-225-3839 Ceinture du Pacifique SÉOUL Séoul 100, Corée du Sud 011-82-2-753-2605/8 Télécopieur : 011-82-2-755-0686 SINGAPOUR 0923-Singapour 011-65-732-4567 Télécopieur : 011-65-737-1622 TOKYO Tokyo 105, Japon 011-81-3-436-4355 Télécopieur : 011-81-3-436-2735 Chine et Asie du Sud NANJING Nanjing, Jiangsu, R.P.C. 011-86-25-653993-6 Télécopieur : 011-86-25-653154 HONG KONG Hong Kong 011-852-5-276-421 Télécopieur : 011-852-865-6062 NEW DELHI New Delhi, Inde 011-91-11-641-0785 Télécopieur : 031-62927 GOTO IN
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Organigramme







État des dépenses

pour l'exercice clos le 31 mars 1988

ADMINISTRATION DU MINISTÈRE

Bureau central
Services financiers
Services d'approvisionnement et de bureau
Services d'information
Services de vérification
Analyse et planification
Services juridiques
Systèmes informatiques

Total 12 102 890 \$

DIVISION DES POLITIQUES ET DE LA TECHNOLOGIE

Administration des programmes
Planification stratégique et coordination
Politiques industrielles et commerciales
Elaboration de la politique technologique

Total 28 162 547 \$

PETITES ENTREPRISES, SECTEUR TERTIAIRE ET PROJETS D'INVESTISSEMENT

Administration des programmes
Petites entreprises
Secteur tertiaire
Expansion commerciale
Aide aux industries

Total 93 559 975 \$

EXPANSION INDUSTRIELLE ET COMMERCIALE

Administration des programmes
Opérations internationales
Investissements et opérations régionales
Société internationale de l'Ontario

Total 37 400 372 \$

INDUSTRIE DU NORD

Administration des programmes
Région du Nord

Total 4 901 181 \$

SOCIÉTÉS DE DÉVELOPPEMENT DE L'ONTARIO

Société de développement de l'Ontario
Société de développement du Nord de l'Ontario
Société de développement de l'Est de l'Ontario
Société Innovation Ontario

Total 84 334 665 \$

TOTAL

260 461 631 \$



Sociétés de développement de l'Ontario

Les Sociétés de développement de l'Ontario constituent le principal outil pour fournir de l'aide financière au secteur privé. Les Sociétés de développement sont la Société de l'Ontario (SDO), la Société de développement de l'Est de l'Ontario (SDEO), la Société de développement du Nord de l'Ontario (SDNO) et la nouvelle Société Innovation Ontario (SIO). Au cours du dernier exercice, elles ont élargi la portée de leurs services financiers afin d'aider les secteurs de haute technologie et les nouveaux secteurs industriels. Points saillants :

- Innovation Ontario est entrée en activité au cours du dernier exercice. Elle fournit aux nouvelles entreprises de haute technologie de l'aide financière ainsi qu'une large gamme de services techniques et de services de consultation.
- Nouvelles entreprises, programme de la SDO, a été lancé au cours du dernier exercice. Il a pour but d'aider les petites entreprises à obtenir des prêts bancaires grâce à des garanties d'emprunt.
- Les quatre Sociétés de développement font actuellement l'objet de changements organisationnels et technologiques afin d'améliorer leur efficacité.
- Les engagements financiers de la SDNO ont augmenté de 40 pour 100 dans le Nord de l'Ontario. Cela est attribuable en partie à la plus grande notoriété de la Société qui a résulté de l'ouverture des bureaux de Sault Ste. Marie et de Kenora.

Société internationale de l'Ontario

La Société a pour mandat d'appuyer la commercialisation des services et des biens d'équipement de l'Ontario à l'étranger, mais surtout dans les pays récemment entrés dans la voie du développement.

- Au cours du dernier exercice, M. Blair Tully a été nommé président-directeur général et M. Frank Miller, président du conseil d'administration.
- Une Division du développement interne a été créée afin d'appuyer la prestation des programmes de la Société et de coordonner ses activités avec celles des autres ministères et organismes oeuvrant dans le domaine de l'expansion commerciale.

à l'engagement du ministère à hausser la représentation féminine, les objectifs d'embauche et de promotion ont été dépassés pour les postes de cadres supérieurs et intermédiaires et de conseillers commerciaux.

Services en français

Cette section coordonne les activités liées à l'application de la *Loi sur les services en français* et conseille les hauts fonctionnaires sur des questions touchant la collectivité franco-ontarienne.

- Un plan triennal a été élaboré afin d'assurer la prestation efficace des services en français. Ce plan a été approuvé par l'Office des affaires francophones et par la Commission des services en français.
- On a commencé l'année dernière à faire traduire certains documents, à embaucher des personnes bilingues et à élaborer un programme de présentation visuelle. Des rapports ont été établis avec le milieu des affaires francophone afin qu'on puisse élaborer des activités qui répondent à ses besoins.

- La revue "Challenges", publication

vedette du ministère, est maintenant distribuée à plus de 10 000 preneurs de décisions du milieu des affaires, des syndicats, du gouvernement et des universités.

- La Direction coordonne et édite

"Petite entreprise Ontario" (bulletin trimestriel), "La situation des petites entreprises" (rapport annuel), "Fait en Ontario" (répertoire de fabricants), le matériel promotionnel pour le Centre des sciences et de la technologie Ontario-Jiangsu, des publications instructives et des rapports spéciaux.

- Elle s'est chargée des campagnes de promotion pour les Conférences

de la mode canadienne, Source Ontario-Salon de l'industrie manufacturière, la Conférence dans la ceinture du Pacifique, les Centres d'excellence et le Conseil du premier ministre.

Direction des

ressources humaines

La Direction offre des services de consultation professionnels dans les domaines de la dotation en personnel, de la formation et du perfectionnement, de la planification des ressources humaines et de l'équité en matière d'emploi.

- La Direction met l'accent sur l'accès du public aux possibilités d'emploi, l'embauche de jeunes et la prestation de services en français.
- Un programme interne de perfectionnement des employés a été mis sur pied. Conformément

- Le Fonds d'encouragement à la recherche dans les universités a reçu du Fonds de technologie 6,3 millions de dollars au cours du dernier exercice pour le financement de 125 projets de recherche.
- Dans le cadre du Programme de recherche industrielle, on a annoncé le financement de huit projets, ce qui représente un engagement total de 38 millions de dollars.
- Les sept Centres d'excellence recevront 204 millions de dollars au cours des cinq prochaines années.
- Les six Centres d'entrepreneuriat recevront 3,6 millions de dollars au cours des quatre prochaines années.

Direction des communications

La Direction des communications s'occupe de promouvoir l'Ontario comme lieu de prédilection pour les investissements et source de produits d'exportation de qualité supérieure. En outre, elle veille à renseigner sa clientèle provinciale sur les programmes et services du ministère. La Direction a créé plusieurs publications, coordonné des projets spéciaux et mis en oeuvre un nouveau programme portant sur l'image du ministère. Points saillants :

- Une nouvelle brochure et un vidéo sur l'investissement intitulés "Un idéal à partager" ont été préparés en anglais et en français.



Direction des petites entreprises

La Direction offre un éventail de services de consultation aux petites entreprises, y compris celles qui viennent d'être créées. Quelque 14 500 Ontariens ont eu recours aux services de la Direction et plus de 3 300 entrepreneurs ont reçu une aide directe pour démarrer une petite entreprise en Ontario.

- La Direction a établi 13 Centres d'information pour les entreprises dans les grandes villes de la province pour les personnes qui désirent information et conseils sur les petites entreprises.
- La Section de la défense des petites entreprises, qui assure la liaison entre les groupes de petites entreprises et les fonctionnaires chargés de l'élaboration des politiques, a commencé à conseiller le gouvernement sur des questions touchant les petites entreprises.

Secrétariat du secteur tertiaire

Le Secrétariat du secteur tertiaire, qui vient de terminer sa première année complète d'activités, est devenu une source importante d'information et de conseils tant pour les entreprises que pour le gouvernement et ce, sur des questions touchant tant le marché

- Un réseau de petites entreprises a été créé dans l'Est de l'Ontario, et deux nouvelles facultés d'études commerciales participent au programme de consultation à l'intention des petites entreprises.
- Une nouvelle publication sur la tenue facile des livres s'est ajoutée à la populaire série de publications instructives du ministère.

Division de l'industrie du Nord

Par l'entremise de cinq bureaux situés à North Bay, Sudbury, Timmins, Sault Ste. Marie et Thunder Bay, la Division offre de l'aide à des industries, entreprises, municipalités, organismes d'expansion économique

- Le mandat du Centre de technologie minière et forestière de l'Ontario, situé à Sudbury, a été élargi. Il s'agit maintenant d'un centre actif de capital de risque doté d'une nouvelle

Secrétariat et Fonds de technologie du Conseil du premier ministre
Le Conseil du premier ministre est composé de 28 membres, tous des

chefs de file dans le monde des affaires, les milieux syndicaux ou le milieu de l'enseignement. Le Conseil se penche sur l'orientation de l'expansion commerciale de la

Administration du ministère

province et cherche des stratégies économiques à long terme. Le Conseil administre le Fonds de technologie doté d'un milliard de dollars qui, à la fin de l'exercice, finançait quatre programmes :

stratégie d'investissement axée sur les ressources. Des fonds sont investis dans l'extraction, la récolte, la transformation, la fabrication et le soutien des secteurs industriels du Nord de l'Ontario.

Division des politiques et de la technologie



La Division (composée de la Direction de la politique technologique, du Secrétaire à la planification stratégique et de la Direction des politiques industrielles et commerciales) se consacre à la recherche et à l'élaboration de politiques dans des domaines importants, dont la science et la technologie, le commerce et la croissance régionale.

- Cette Division a effectué des études poussées sur le projet d'accord de libre-échange entre le Canada et les

États-Unis de façon à pouvoir donner des conseils en matière de politiques en préparation aux secteurs industriels dans la province. Plusieurs rapports ont été publiés à la suite des audiences du sous-comité ministériel sur le libre-échange tenues dans la province.

- La Division a également fait l'analyse de la nouvelle ronde de négociations du GATT en Uruguay, de l'impact dans la province du bill omnibus sur le commerce du Congrès américain et de l'effet de la

Division des petites entreprises, du secteur tertiaire et des projets d'investissement

(Ontario) pour encourager la commercialisation d'instruments médicaux.

- Le Centre de renseignements sur les fournisseurs a répondu à 4 000 demandes au cours du dernier exercice.
- Le bulletin "Le Marché" de la Direction est distribué à 11 000 entreprises de la province.
- Des colloques sur les marchés du secteur public ont été organisés à l'intention des fabricants de l'Ontario.
- Le Programme d'évaluation du développement industriel a permis d'associer des avantages économiques à l'octroi de contrats gouvernementaux de plus de 250 000 \$.

définissant, par secteur, des lignes de conduite stratégiques en collaboration avec de grandes entreprises et associations.

■ Parmi les initiatives prises l'année dernière, notons la rationalisation

dans le secteur des chemins de fer, la restructuration de l'industrie du pneu de l'Ontario et diverses

mesures stratégiques visant à accroître la commercialisation des instruments médicaux fabriqués

dans la province, à rehausser l'industrie des petits appareils électroménagers et à promouvoir

l'industrie ontarienne de la mode.

- La Direction a entrepris,

conjointement avec des fournisseurs, des projets de développement, notamment Source

Ontario-Salon de l'industrie manufacturière, les initiatives avec Ford, GM-Suzuki et le groupe des

achats de la défense américaine ainsi que Med-Tech '87 à London

Cette Direction a pour tâche d'accroître la compétitivité du secteur manufacturier en Ontario en

Direction de l'expansion commerciale

En collaboration avec le secteur privé, la Division stimule la croissance et la compétitivité des entreprises en Ontario et, à cette fin, fournit de l'aide pour le démarrage de petites entreprises et pour l'expansion de celles qui sont déjà établies, élabore des politiques et des programmes visant à accroître la compétitivité du secteur tertiaire, prend des initiatives sectorielles d'expansion commerciale et enfin, fournit de l'aide financière pour les projets d'expansion industrielle de grande envergure.

Division de l'expansion industrielle et commerciale



Cette Division formule les politiques et élabore les programmes visant à promouvoir le commerce intérieur et

international et à encourager les investissements étrangers. Elle a deux initiatives importantes à son actif pour le dernier exercice. En janvier, le premier ministre, David Peterson, a assisté au Forum économique mondial à Davos, en Suisse. Au cours de son voyage, il a aussi rencontré des chefs d'état au Royaume-Uni et en Allemagne de l'Ouest. Le ministre de l'Industrie, du Commerce et de la Technologie de l'Ontario, Monte Kwinter, a, pour sa part, rencontré des leaders commerciaux en Allemagne de l'Ouest et en France.

Direction des investissements et des opérations régionales

Par l'entremise de ses employés en poste à Queen's Park et dans 13 bureaux situés dans le Sud, le Centre et l'Est de l'Ontario, la Direction fournit des services de consultation et assure la prestation des services et des programmes du ministère à l'échelon provincial.

- Pour la troisième fois en trois ans, on a organisé une visite dans l'Est de l'Ontario pour faire connaître à des gens d'affaires étrangers les possibilités d'investissements dans cette région.
- L'année dernière, grâce à un programme financé conjointement avec le ministère de la Formation professionnelle, des exportateurs ont engagé 170 diplômés de collèges et d'universités en qualité de stagiaires en commercialisation internationale. En outre, 31 compagnies ont embauché des directeurs de l'exportation à plein temps dans le cadre d'un autre programme de la Direction conçu pour inciter les compagnies ontariennes à accroître leurs capacités d'exportation.

Direction des États-Unis et de l'Amérique latine

La Direction promouvoit les exportations de l'Ontario, favorise l'expansion des exportateurs et encourage les investissements étrangers et le transfert de technologies. Plus de 90 pour 100 des exportations de l'Ontario sont destinées à ces régions d'où proviennent également environ 60 pour 100 des investissements étrangers.

- La Direction a organisé 41 délégations et foires commerciales au cours du dernier exercice. De plus, dans le cadre du Programme des nouveaux exportateurs vers les états limitrophes, 12 délégations se sont rendues dans diverses villes limitrophes afin d'inciter les petites et moyennes entreprises de l'Ontario à exporter.
- La Direction a tenu huit Conférences sur les débouchés à l'exportation au cours du mois d'octobre à Ottawa, Hamilton, London, Windsor, Thunder Bay, Sudbury, Peterborough et Kingston. Des colloques et des ateliers sur l'investissement ont été organisés afin d'encourager les nouveaux investissements dans des usines et des installations locales ainsi que l'acquisition de nouvelles technologies par l'entremise de fabrication sous licence ou de coentreprises.

Direction de l'Europe, du Moyen-Orient et de l'Afrique

Cette Direction a traité avec plus de 880 compagnies et les a aidées à exporter leurs produits vers les marchés européens et les marchés des nouvelles puissances économiques du Moyen-Orient.

- La Direction a contribué directement à l'établissement de 27 nouvelles usines de fabrication en Ontario et a ainsi participé

Direction de la Chine et de l'Asie du Sud

Les marchés de consommation et les marchés industriels potentiels que recèlent la République populaire de Chine, Hong Kong, l'Inde et le Pakistan représentent une nouvelle puissance économique dynamique.

- La Direction a mené 10 délégations commerciales dans ces régions.
- Les exportations de l'Ontario ayant pour destination la Chine et Hong Kong ont totalisé 337 millions de dollars tandis que celles destinées à l'Asie du Sud se sont élevées à 69 millions de dollars.

Direction de la ceinture du Pacifique

Les compagnies situées dans la région du Pacifique ont investi plus de 75 millions de dollars en Ontario l'année dernière. Parmi les activités à ce chapitre, mentionnons l'établissement d'usines et des ententes en coentreprise et de fabrication sous licence qui ont contribué à la création de plus de 250 emplois en Ontario.

- La Direction a envoyé 14 délégations commerciales dans cette région l'année dernière.
- Elle a aidé des centaines d'entreprises de l'Ontario et ce, en recueillant de l'information sur les marchés et en établissant des contacts locaux pour s'informer sur toute question touchant le commerce.

Direction de la ceinture du Pacifique



Message du sous-ministre

L'honorable Monte Kwinter
Ministre de l'Industrie, du Commerce et de la Technologie

Monsieur le ministre,

J'ai le plaisir de vous présenter le rapport annuel du ministère pour l'exercice clos le 31 mars 1988.

Ce rapport contient un compte rendu concis des activités du ministère au cours de l'exercice ainsi qu'un état des dépenses et des renseignements sur la structure du ministère.

Nous faisons face à des concurrents de taille dans la nouvelle économie mondiale. À l'échelon provincial, la concurrence internationale se fait de plus en plus forte et nos relations commerciales étrangères sont en voie de transformation. Au cours de l'exercice écoulé, le ministère a réalisé des progrès dignes de mention au chapitre de la préparation à ces changements. Ce fut donc une période importante et productive.

Je suis certain que nous pouvons envisager l'avenir avec confiance dans ce nouvel environnement prometteur et plein de débouchés commerciaux intéressants pour la province. Veuillez agréer, Monsieur le ministre, l'assurance de ma plus haute considération.

Le sous-ministre,

Patrick J. Lavelle





À Son Honneur
le lieutenant-gouverneur
de l'Ontario

Votre Honneur,

J'ai le plaisir de vous présenter le rapport annuel du ministère de l'Industrie, du Commerce et de la Technologie pour l'exercice 1987-1988.

L'Ontario, ayant l'économie la plus dynamique au Canada, se trouve dans une position enviable, et le nombre croissant de produits et de services qu'il vend à l'étranger dénote sans contredit son importance grandissante sur le marché international.

Le ministère a pour mandat de stimuler et d'appuyer la croissance des divers secteurs de l'Ontario et les efforts déployés en matière de commerce international. Le présent rapport résume les initiatives qu'a prises le ministère au cours du dernier exercice pour bien remplir ce mandat.

À mon avis, l'Ontario est plus déterminé et mieux préparé que jamais à relever les défis de l'avenir.

Le ministre,



Monte Kwinter

T A B L E D E S M A T I È R E S

2	Message du ministre.....
3	Message du sous-ministre
4	Division de l'expansion industrielle et commerciale
	Direction des investissements et des opérations régionales
	Direction des États-Unis et de l'Amérique latine
	Direction de l'Europe, du Moyen-Orient et de l'Afrique
	Direction de la ceinture du Pacifique
	Direction de la Chine et de l'Asie du Sud
5	Division des politiques et de la technologie
5	Division des petites entreprises, du secteur tertiaire et des projets d'investissement
	Direction de l'expansion commerciale
	Direction des petites entreprises
	Secrétariat du secteur tertiaire
6	Division de l'industrie du Nord
6	Administration du ministère
	Secrétariat et Fonds de technologie du Conseil du premier ministre
	Direction des communications
	Direction des ressources humaines
	Services en français
8	Organismes du ministère
	Sociétés de développement de l'Ontario
	Société internationale de l'Ontario
9	États des dépenses
10	Organigramme
12	Bureaux du ministère de l'Industrie, du Commerce et de la Technologie.....



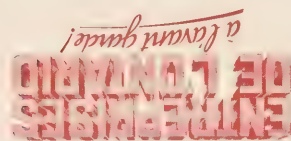
Ministère de
l'Industrie, du
Commerce et
de la Technologie

Province de l'Ontario
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Ministre
Monte Kwinter

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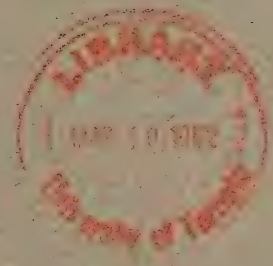
MINISTRY OF

INDUSTRY, TRADE AND

TECHNOLOGY

Annual

Report



Ontario, Canada: The Future Looks Good From Here



Ministry of
Industry,
Trade and
Technology

Province of Ontario
Queen's Park
Toronto, Canada
M7A 2E1



2	Minister's Message
3	Deputy Minister's Message
4	Industry and Technology Division
4	Small Business Ontario
4	Business Start-up Services Section
4	Small Business Development
4	Youth Entrepreneurship
5	Domestic Industry Support Branch
6	Ontario Technology Fund
7	Regional Offices
7	Central East Branch
8	Central Ontario West
8	Eastern Ontario
8	Southwestern Ontario
9	Trade and International Relations Division
9	Trade and Investment Support Branch
9	Investment Marketing Section
9	Business Immigration
9	Special Projects
10	Plant Location & Municipal Liaison
10	Trade Sectors and Policy Liaison
10	Strategic Alliances
10	Americas Branch
11	Europe, Middle East and South Asia Branch
12	Asia Pacific Branch
12	Northern Industry Division
13	Policy and Development Division
13	Technology Policy Branch
13	Industrial and Sectoral Policy Branch
13	Trade Policy Branch
14	Corporate Resources Division
14	Human Resources Branch
14	French Language Services
14	Finance and Administration Branch
15	Information and Technology Systems Branch
15	Audit Services Branch
15	Legal Services Branch
16	Communications Branch
17	Ministry Agencies
17	The Development Corporations of Ontario
17	Ontario International Corporation
18	ORTECH International
19	Statement of Expenditures
20	Organization Chart
22	Ministry of Industry, Trade and Technology Offices

MINISTER'S MESSAGE

To His Honour
The Lieutenant-Governor of the Province of Ontario

May It Please Your Honour:

I am pleased to present the annual report of the Ministry of Industry, Trade and Technology for the fiscal year 1990-91.

It has been a critical year as Ontario's economy suffered the worst economic downturn since the second world war. Many jobs were permanently lost as industrial restructuring and the impact of the free trade agreement took their toll on the workers and businesses of Ontario.

In the face of such a recession, we have endeavoured to support the needs of our established business community and expand the Ministry's mandate to enfranchise and encourage new participants in our economic and business development. Minorities, young people and other workers with specialized needs should be equally able to benefit from the Ministry's programs and services, just like other members of the business community. It is our goal to see that this happens.

In addition to our other commitments during the year, the Ministry launched several special initiatives. STEP UP is a program to encourage women entrepreneurs. The Manufacturing Recovery Program was announced in the Budget. It is designed to assist viable small and medium-sized companies that are experiencing temporary financial difficulties. Also, through the Ontario Technology Fund we have created the Technology Adjustment Research Program to assist workers affected by technological change.

As a province vitally dependent on trade for our prosperity and growth, the Ministry played host to a wide variety of diplomatic and trade delegations seeking stronger ties with Ontario as a place to invest and as a trading partner. At the GATT negotiations last December, Ontario established strong, consultative links with the federal government and the other provinces to collectively determine Canada's position at these important multilateral trade talks. And an economic and technology cooperation agreement with Russia and the continuing advances we are making in our relationships with the "Four Motors" regions of Europe will enable us to build strong trade bonds for the future.

As we look forward to recovery and renewed economic growth in this current fiscal year, this Ministry will continue assisting our business community and seek ways to establish new and beneficial partnerships between business, labour and the people of Ontario.



The Honourable Ed Philip
Minister of Industry, Trade and Technology

Dear Mr. Minister:

It is my pleasure to submit the Ministry's annual report for the fiscal year ending March 31, 1991.

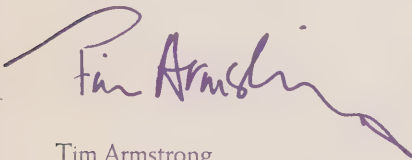
The Ministry has completed a process of reorganization begun in the past fiscal year. We have created a new Industry and Technology division which now organizes the Regional Domestic Branch, our Small Business services and the Ministry's Technology programs under one roof. This will make our operations and delivery of services and programs more effective and efficient.

The Ministry also assumed responsibility for the international functions of the Ministry of Intergovernmental Affairs. Those responsibilities will be handled in the new Trade and International Relations Division. This is an important new function for the Ministry. Much of today's global trade and marketing carries with it both diplomatic and economic responsibilities. As our emphasis on international trade increases, it is imperative that we be able to deal in both areas with our many trade partners.

To oversee these important Divisions of the Ministry we are joined by two new Assistant Deputy Ministers, William Corcoran and Claudette MacKay-Lassonde. Both come to the Ministry from senior executive positions within the private sector. They join Jim McClure, the Assistant Deputy of the Northern Industry Division, and Peter Sadlier-Brown, Assistant Deputy Minister of the restructured Policy and Development Division, as the management team that, along with the Ontario Development Corporations, can expand our effectiveness in dealing with the needs of Ontario's business community.

Ontario faces many business and economic challenges in the year ahead as we begin the process of recovery and rebuilding our domestic economy. Just as important will be our efforts abroad, to ensure we are doing our best to serve Ontario's exporters and to attract investment and trade interest to the province. I am confident that what we have accomplished during this past year will enable us to meet those challenges successfully.

Respectfully submitted



Tim Armstrong



Small Business Ontario

The growth and prosperity of small businesses in Ontario must be encouraged. Small Business Ontario offers support and services to this vital sector through enabling programs for new entrepreneurs and through business self-help offices across the province.

BUSINESS START-UP SERVICES SECTION

More than 200,000 potential or new small business owners attended seminars, used the toll-free hotline and purchased Small Business Ontario's business publications during the year.

The section directly assisted almost 10,000 entrepreneurs through consultations at its network of 26 Business Self-Help Offices.

To increase access to government information, the Business Start-Up Hotline implemented an electronic interactive telephone system allowing bilingual services 24 hours a day, seven days a week.

SMALL BUSINESS DEVELOPMENT

The Ethnocultural program extended business assistance services to seven ethnic communities through a series of audiotapes.

A new program, called Partners, was created to lay the foundation for increased partnering and co-sponsoring of activities between the private sector and Small Business Ontario.

YOUTH ENTREPRENEURSHIP

The Youth Start-Up Capital Program assisted 866 student summer businesses and 687 year-round businesses operated by out-of-school youths.

Entrepreneurship education was extended into the primary schools through VISIONS, an awareness building course offered at Grade Seven and Eight levels. The program is currently available in 20 school boards across the province.

Domestic Industry Support Branch

The Domestic Industry Support Branch assists manufacturers and key service industry sectors.

During the past fiscal year, the Branch undertook several significant projects:

- It developed studies on the competitive challenges facing the residential furniture industry and the electronic industry in Ontario.
- Technology transfer initiatives were sponsored or supported by the Branch in such areas as biomaterials, plastics, tooling, apparel, and construction industries.
- The Branch assisted in the development of CARENET, which links hospital procurement officers with a database listing Ontario's medical devices manufacturers.
- The Branch also participates in strategic industrial investments on behalf of the government. Last year five projects were approved by Cabinet which will leverage investment totalling \$1.2 billion in Ontario industries, expected to maintain or create more than 5,000 jobs.
- The Sourcing Centre Hotline responded to more than 4,000 calls during the year from companies that wanted to purchase manufactured goods from Ontario-based suppliers.

Ontario Technology Fund

The Ontario Technology Fund is a \$1-billion, 10-year commitment to support nine programs that promote the use of science and technology to make industry more competitive.

Total disbursements for the fiscal year were \$79.5 million.

A new program, The Technology Adjustment Research Program, managed by the Ontario Federation of Labour, represents a government commitment to assist workers affected by technological change. It also provides support for projects related to understanding the impact of technology in the workplace. Funding in its first year was \$750,000.

Other activities of the Technology Fund:

- The R&D Super Tax Allowance continues to be the Fund's largest expenditure. Last year, an estimated \$56 million flowed to the private sector to encourage R&D spending.
- The seven Centres of Excellence received very favourable reviews after a 30-month, independent management review process. Funding for the Centres last year was \$38.2 million.
- The Industry Research program added three new projects. This brings its total commitment to 25 collaborative research projects that received \$23.7 million in funding during the year.
- The University Research Incentive Program, managed by the Ministry of Colleges and Universities, received \$7.6 million last year to match industry-sponsored research done at Ontario universities.
- The Technical Personnel Program approved 300 applications for technical support for Ontario manufacturers. Funding for the program was \$2.6 million last year.
- The six Centres of Entrepreneurship received funding of \$900,000 last year.
- The working relationship between Ontario and the "Four Motors" regions of western Europe was enhanced with a \$750,000 funding grant to support four cooperative R&D projects.
- RADARSAT, a remote sensing satellite project, received \$5.0 million to support Ontario-based companies involved in its development.

Regional Office Report

Throughout the regions of Ontario, Ministry consultants advise and assist business people. This is the front-line of the domestic program delivery system of the Ministry.

CENTRAL EAST BRANCH

The Central East Branch works closely with municipalities and regional business people to attract investment to the region and explore export opportunities.

- > A manufacturing consortium was formed to pursue market opportunities created by the reconstruction of Kuwait.
- > The Branch plus the Region of Durham and the Town of Markham hosted an international Consular Corps tour of the region.

During the fiscal year, more than 2,700 consultations were carried out that influenced \$18 million in investment and created or saved 542 jobs. Eighty-five companies were assisted in entering new export markets.

CENTRAL ONTARIO WEST

With such a high concentration of manufacturers in this region, many of the firms were suffering from the impact of the recession and foreign competition. Over 5,000 clients received counselling and program assistance and some were helped to obtain short-term loan assistance.

One positive effect on the economy was a renewed interest in export trade. The Branch received 128 Trade Expansion Fund applications and 67 firms in the region received assistance from the Technical Personnel Program.

EASTERN ONTARIO

A major focus during the fiscal year was on trade and exporting. In November 1990, the Branch organized a EURONEX mission to England to help local businesses develop new export markets in Europe. To support economic development, regional municipalities were granted \$3.9 million through the Eastern Ontario Community Economic Development Program.

Ministry consultants engaged in more than 2,800 contacts with local businesses, influencing \$34 million in investment and affecting more than 1,200 jobs.

SOUTHWESTERN ONTARIO

The Branch was actively working with the private sector in this region to bolster the economy during the recession and to promote local development and increase export sales.

A group of investors and entrepreneurs from the United Kingdom toured the region during the fiscal year. Regional consultants worked closely with Kaiser Aluminum to assist them in establishing a plant in London, and with Canadian Agra Holdings Corporation to develop a plant at Bruce Energy Centre and an office complex at the Kincardine Airport.

Much of the groundwork for creating the new Trade and International Relations Division was accomplished during the fiscal year. This new division is composed of the Trade and Investment branches of the Ministry plus the Office of International Relations, formerly a division of the Ministry of Intergovernmental Affairs. Now the International Relations Branch, the International Planning Secretariat and the Office of Protocol fall within the Ministry's sphere of responsibilities.

Trade and Investment Support Branch

INVESTMENT MARKETING SECTION

The section coordinated materials and special events promoting the investment potential of Ontario. Promotional videos in five languages were produced to promote business relations between Ontario and the "Four Motors" regions of Europe. (These regions are so called because they represent the industrial and technological heart of their respective countries: the Lombardy region in Italy; Baden-Württemberg in Germany; Rhône Alpes in France and the Catalonia region in Spain.)

BUSINESS IMMIGRATION

The section deals directly with business people who want to settle and invest in Ontario. Immigrant entrepreneurs and investors continue to play an active role in Ontario's economic development. Last year their investments totalled \$29 million and helped create or maintain 827 jobs.

SPECIAL PROJECTS

This section encourages trade expansion and exporting. The Trade Expansion Fund saw shared-cost grants worth \$3.0 million go to 443 Ontario businesses that achieved \$46.6 million in export sales last year.

The New Exporters to Border States (NEBS), an export education program, conducted eight missions to various U.S. border states with more than 160 Ontario business men and women in attendance.

PLANT LOCATION & MUNICIPAL LIAISON

The section helps companies select sites and develop their facilities in Ontario communities. The section worked on 11 plant completions during the past fiscal year, involving a total capital investment of \$53 million.

TRADE SECTORS AND POLICY LIAISON

In its effort to support the trade activities of the other branches, this section acts as liaison between the international offices and domestic regional branches in matters related to trade. Last year it participated in 69 trade-related activities and visited 328 Ontario companies to discuss trade issues.

STRATEGIC ALLIANCES

In its first year as part of the Trade and Investment Branch, this section worked with Ontario companies to form strategic international alliances. These should increase the effectiveness of Ontario as a global competitor through licensing arrangements, joint ventures, mergers and acquisitions, and partnerships.

During the fiscal year, the section worked on 39 investment completions that influenced investments worth \$15 million.

Americas Branch

The Branch promotes Ontario's exports to the United States and Latin America and encourages incoming investments from this vitally important trade region.

During the fiscal year the Branch's accomplishments included:

- assisting 1,000 Ontario companies to achieve total export sales over \$100 million;
- creating a newsletter to promote trade and investment and highlight Ontario tourism and culture;
- assisting 2,500 firms by introducing them to exporting. As a result, 1,100 jobs were secured in the province.

Europe, Middle East and South Asia Branch

The Branch delivers trade and investment-related programs to Western and Eastern Europe, the Middle East and South Asia. During the past fiscal year the overseas offices assisted 1,133 companies to sell more than \$187 million abroad. The Branch helped attract investments worth \$206 million to Ontario in the form of 50 manufacturing and service-based companies, creating more than 800 jobs.

Europe became a focus for much of the activities during the year:

- A series of technical studies were prepared to strengthen our information base on European technical standards and the impact of Europe 1992 on key industries in Ontario such as aerospace and environmental protection. A special information kit was produced about doing business in Eastern Europe.
- Ontario hosted "Interregion 90" for representatives from the "Four Motors" regions of Europe: the Lombardy region in Italy; Baden-Württemberg in Germany; Rhône Alpes in France and the Catalonia region in Spain.
- A variety of other trade-related efforts in Europe included:
 - opening a new trade office in Milan;
 - signing an agreement of cooperation with Catalonia;
 - trade exhibits in Barcelona, Milan, Lyon and Stuttgart.
- An important Trade, Economic and Technological Cooperation Agreement was signed with the State Committee for Economy of the Russian Republic of the Soviet Union. With this vast market just emerging, the agreement ensures that Ontario will be a favoured trading partner in the future.

Asia Pacific Branch

The Asia Pacific Branch assisted more than 1,000 companies during the year and influenced over \$223 million in export sales, more than double that of the previous year. Investment in Ontario from the region was \$443 million, up substantially from \$70 million in the previous year.

A new trade representative has been assigned to Bangkok to assist Ontario companies in Thailand. The Asia Pacific region is becoming an important new trading region for Ontario, with total trade now in excess of \$3.0 billion annually.

The Division assists regional businesses and industries and promotes the development and competitiveness of Northern Ontario.

The Division helped attract 36 new plants and investments worth \$26 million to the region, and helped create or save more than 1,000 jobs in Northern Ontario.

During the year, investment commitments were made for an additional \$20 million on 89 projects to be developed in the future.

The Northern Ontario Small Business Network completed its first year of operations with six self-help offices and 39 kiosks in municipal sites across the north. Nearly 50 seminars were held during the year and 1,610 entrepreneurs used the service.

Technology Policy Branch

The Technology Policy Branch provides analysis and advice on science and technology issues as they affect the economic development of Ontario.

- > The Branch sponsored a national conference on community technology development. The three-day "Technology Engine '91—Gateway for Action" conference in Hamilton attracted economic development officials from municipalities across Canada.

Industrial and Sectoral Policy Branch

The Branch provides advice on policy issues such as competitiveness, industrial adjustment, regional development, foreign investment and government procurement.

- > During the year, the Branch reviewed 79 Investment Canada decisions involving Ontario-based companies.

Trade Policy Branch

The Branch develops and coordinates policy initiatives related to national and international trade and coordinates Ontario's response to issues related to interprovincial trade, bilateral and multilateral trade conflicts.

- > The Branch monitored the progress of the Free Trade Agreement, and the trilateral and multilateral negotiations under way that affect the province's trade competitiveness. Specific issues that were actively monitored during the year include disputes on pork, beer and alcoholic beverages and softwood lumber.
- > The Branch kept a special watch on economic and market conditions surrounding events in Eastern Europe and the move towards European unification in 1992.

Human Resources Branch

The Branch provides the Ministry with services in human resource planning, training, employment equity and employee development.

A new management performance program, "PRAISE," was introduced during the year to increase the efficiency and productivity of executive personnel within the Ministry.

French Language Services

This section coordinates all activities related to the implementation of the French Language Services Act, 1986 and advises senior government officials on matters related to the Franco-Ontarian community. It also maintains relations with officials from other French-speaking jurisdictions.

Consultation with the francophone business community continued to increase during the year in an effort to devise policies and programs that will have a beneficial impact on the community.

Finance and Administration Branch

The Branch provides accounting and financial reporting, international offices administration, procurement and contract management services to the ministry and its agencies.

During the past year, the international office and foreign service employee payments were streamlined to improve international cash-flow management. And a new procurement policy was implemented to ensure maximum compatibility with government environmental initiatives.

Information and Technology Systems Branch

The Branch supports the Ministry's computer and information technology requirements.

During the year the Branch established an international electronic network facility linking head office with the domestic and U.S. field offices.

The Information Centre provides library services and responds to queries made under the Freedom of Information Act. During the year, staff responded to 4,455 requests for information and 59 Freedom of Information requests.

Audit Services Branch

The Branch regularly performs internal auditing services to ensure all divisions comply with the rules and regulations established for the Ministry. Last year 25 audits were completed and virtually all of the 205 recommendations made are being implemented.

The Branch was involved in the legal aspects of the Ministry's recovery and restructuring projects undertaken during the year and helps structure and prepare documents related to equity investments and security documentation on behalf of the Development Corporations and Ontario International Corporation.

It also provides advice to the Ministry and other branches of the government on matters related to the Canada-U.S. Free Trade Agreement and the General Agreement on Tariffs and Trade (GATT).

The Communications Branch provides advertising, promotional and public relations support for Ministry initiatives and promotes Ontario as a competitive location for investment and business.

The Branch engaged in a variety of communications programs during the year:

- More than 154 speeches were written for the Premier, Minister, Deputy Minister, Parliamentary Assistant and Assistant Deputy Ministers.
- A new weekly series of popular science and technology columns was developed by the Branch and is now carried by 75 dailies and weeklies across the province.
- *Challenges*, the Branch's flagship, bilingual business magazine, expanded circulation to 12,500 and informs a growing audience of senior business, labour and academic leaders about issues and policies affecting Ontario business.
- The Branch produces and distributes all the promotional materials used by the Ministry. A highlight in this area was the promotional campaign to acquaint business people in the "Four Motors" regions with the benefits of doing business in Ontario. Audiovisual and printed publications in five languages were distributed in Baden-Württemberg, Rhône Alpes, Lombardy and Catalonia during the year. Advertising and trade show exhibits were also developed.
- In total, a record 140 communications projects were completed by the Branch during the year.

The Development Corporations of Ontario

The four Development Corporations — The Ontario Development Corporation (ODC), The Eastern Ontario Development Corporation (EODC), The Northern Ontario Development Corporation (NODC), and Innovation Ontario Corporation (IOC) — either directly or as agents for other Ministries, provide financial assistance to businesses throughout the province. Together the four corporations administer a financial portfolio of almost \$1 billion in loans, debentures, loan guarantees and equity investments.

- During the 1990-91 fiscal year, ODC, EODC and NODC approved 483 loans and guarantees totalling \$173 million for manufacturers, exporters and tourist operators.
- New Ventures, an ODC program, assisted 3,436 small businesses in starting up last year with \$46.6 million in government assistance.
- Innovation Ontario made 58 commitments, totalling \$11.7 million, to small technology-based businesses, an increase of 28 per cent over the previous year. Innovation Ontario also divested itself of two companies, bringing the total number of investments sold to seven.

Ontario International Corporation

During the year, client companies credited Ontario International Corporation (OIC) with assisting in the acquisition of 29 international contracts, an increase of 25 per cent over the previous year.

OIC assisted clients to sign contracts worth \$62 million, including a successful bid to supply diesel locomotives to the Zambian Railway.

During the year OIC helped to develop an Ontario-based consortium to pursue an electrical generating opportunity in Iran valued at \$1 billion, with about \$500 million to be sourced in Ontario if successful.

Some efforts commenced in previous years are expected to be resolved in the coming year. These include the bid by the Urban Transportation Development Corporation to construct a subway in Ankara, Turkey, a major sewage project in Venezuela and a communications project in Thailand using similar engineering and telecommunications technology devised for the CN Tower.

VISTA, OIC's newsletter, was introduced as part of a new communications strategy to more effectively reach 950 registered clients and their international customers.

ORTECH International

ORTECH International provides technology consulting services to commercial and government organizations. ORTECH helps businesses to innovate and to improve productivity, product quality and competitiveness.

- During the past year ORTECH served 2,500 industrial clients and generated total revenues of \$29.2 million.

ORTECH focused on three strategic areas: Environmental, Transportation and Materials Technologies. Some of its accomplishments during the past year include:

- The Ontario Waste Exchange, operated by ORTECH and sponsored by the Ministry of Environment and the Ontario Waste Management Corporation, handled more than 6,000 calls and queries.
- In Transportation Technologies, a technical field evaluation was completed for the world's first fully integrated fuel injection system for gas vehicles. The system was developed by ORTECH under contract and an international licensing agreement is now signed to promote and distribute this new technology.
- In Materials Technology, more than 1,000 individual clients were assisted during the year in areas related to product development and evaluation.

To highlight the technical excellence of our clients, ORTECH created the Flavelle Awards for Technical Innovation. The first awards were presented to Inco Ltd., Traqson Inc. and the Canadian Gas Association.

**Ministry of Industry, Trade, and Technology
for the Fiscal Year Ending March 31, 1991**

MINISTRY ADMINISTRATION

Main Office	\$ 1,689,924
Financial and Administrative Services	2,515,446
Human Resources	1,684,421
Communications Services	1,976,438
Analysis and Planning	799,474
Legal Services	1,036,205
Audit Services	832,374
Information Systems	3,353,277

Total Ministry Administration **\$13,887,559**

INDUSTRY AND TRADE SUPPORT PROGRAM

Policy and Development	\$ 13,421,950
Industry and Trade Expansion	60,609,506
Small Business	10,360,642
Northern Industry	1,683,085
Ontario International Corporation	4,216,774
Industrial Restructuring Commissioner	1,169,471
Technology Fund	79,534,809

Total Industry and Trade Support Program **\$170,996,237**

ONTARIO DEVELOPMENT CORPORATIONS PROGRAM

Ontario Development Corporation	\$ 88,522,825
Northern Ontario Development Corporation	15,674,542
Eastern Ontario Development Corporation	13,374,603
Innovation Ontario Corporation	10,104,527

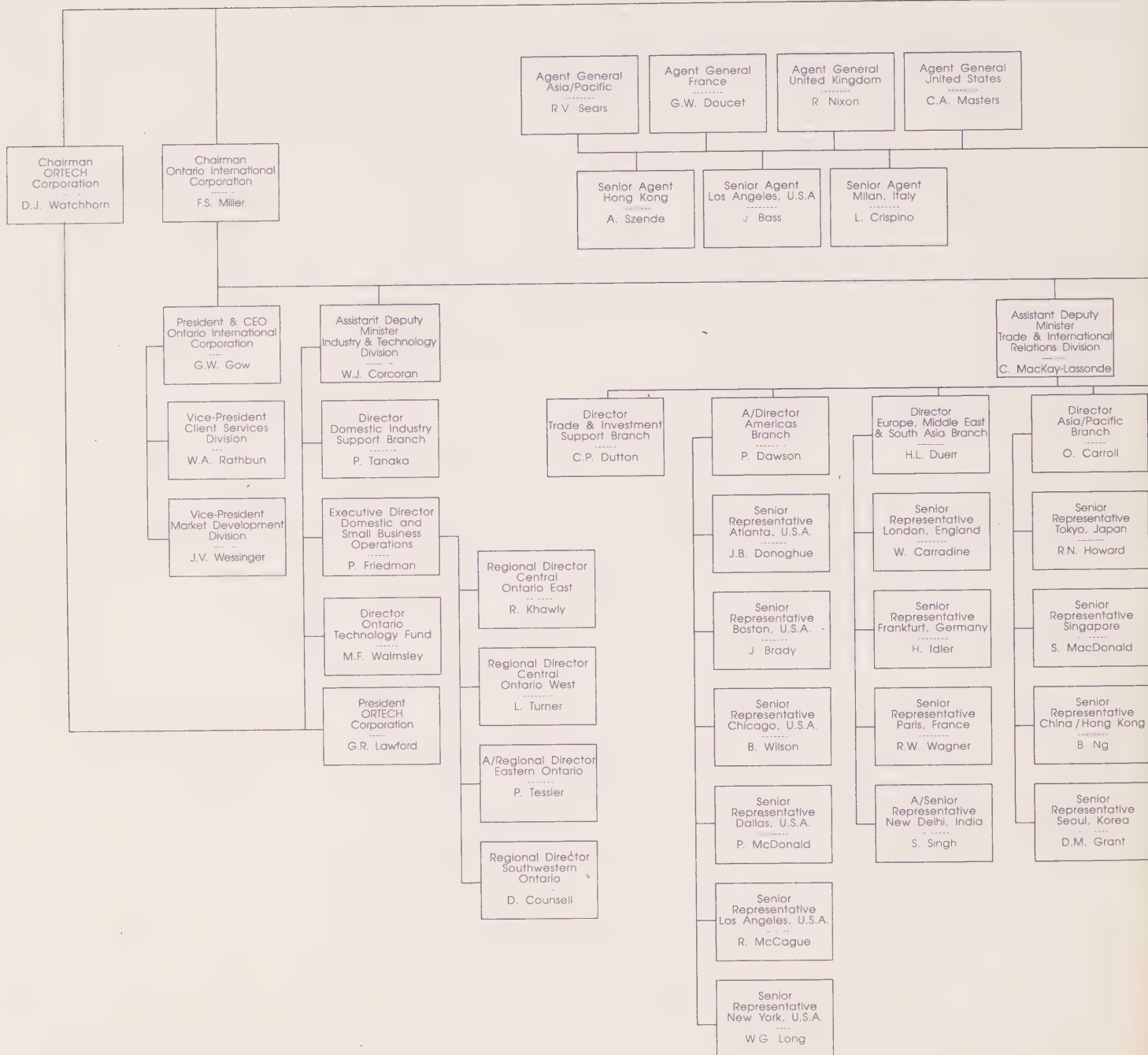
Total Ontario Development Corporation Program **\$127,676,497**

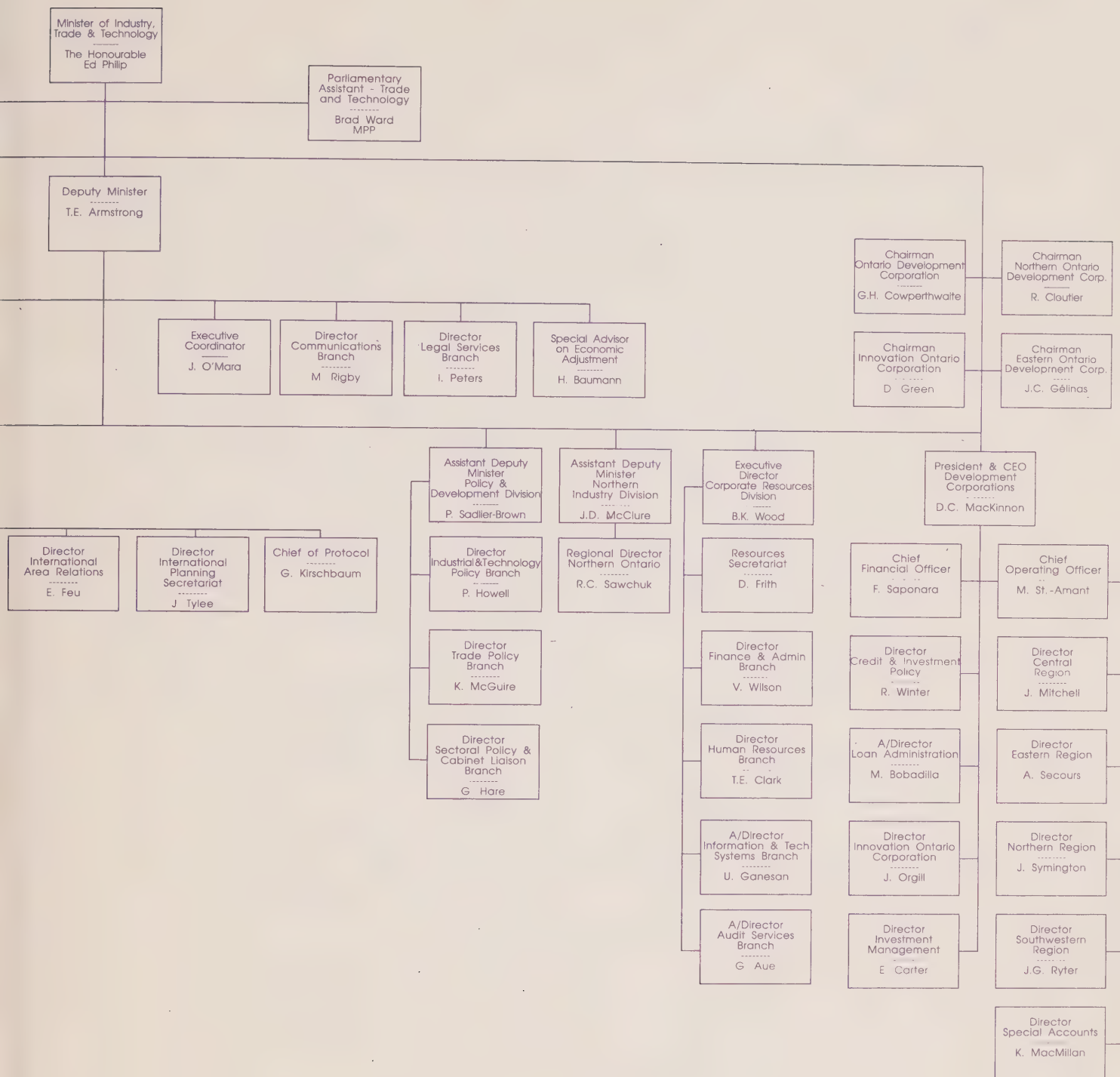
MINISTRY TOTAL **\$312,560,293**

MINISTRY OF INDUSTRY, TRADE AND TECHNOLOGY
SEPTEMBER 1991

Parliamentary
 Assistant -
 Small Business

 Norman Jamison
 MPP





Ministry of Industry, Trade, and Technology

CENTRAL EAST

METRO TORONTO
5 Fairview Mall Drive, Suite 480
Willowdale, Ontario M2J 2Z1
Tel: (416)491-7680
Fax: (416)491-3650

ORILLIA
73 Mississaga Street East
Orillia, Ontario L3V 6K2
Tel: (705)325-1363
Fax: (705)325-4484

CENTRAL WEST

HAMILTON
Bank of Montreal Tower
1 James Street, North, Suite 200
Hamilton, Ontario L8R 2K3
Tel: (416) 521-7783
Fax: (416) 521-7398

PEEL
4 Robert Speck Parkway
Suite 1140
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ST. CATHARINES
Corbloc Building
80 King Street, Suite 801
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Tel: (416)688-1454
Fax: (416)688-4872

EASTERN ONTARIO

OTTAWA
Place de Ville
Tower B, Suite 870
112 Kent Street
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Tel: (613)566-3703
Fax: (613) 563-0436

KINGSTON
1055 Princess Street, Suite 308
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Tel: (613)545-4444
Fax: (613)545-4439

PETERBOROUGH
139 George Street North
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Fax: (705)742-3272

SOUTHEAST

LONDON
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SARNIA
Polysar Building
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Fax: (519)332-2836

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Fax: (519)744-6204

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Ontario Government Building
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UNITED STATES

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NORD DE L'ONTARIO

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TIMMINS

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Télécopieur: (705) 264-5927

Ministère de l'Industrie, du Commerce et de la Technologie

SUD-EST DE L'ONTARIO

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Télécopieur: (519) 332-2836

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Télécopieur: (519) 744-6204

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5, promenade Fairview Mall
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Tour de la Banque de Montréal
1, rue James nord, bureau 200
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Télécopieur: (416) 688-4872

EST DE L'ONTARIO

OTTAWA
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Ottawa (Ontario) K1P 5P2
Téléphone: (613) 566-3703
Télécopieur: (613) 563-0436

KINGSTON
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Téléphone: (613) 545-4444
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PETERBOROUGH
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Ministre de l'Industrie,
du Commerce et
de la Technologie
Ed Philip -
l'honorable

Adjoint
parlementaire -
Commerce et
Technologie
Brad Ward -
député provincial

Sous-ministre
TE Armstrong

Coordonnateur
général
J. O'Mara

Directeur
des communications
M. Rigby

Direction
des services juridiques
I. Peters

Conseiller spécial
en matière de
relation économique
H. Baumann

Sous-ministre
adjoint - Division
des politiques et
du développement
P. Soder-Brown

Directeur - Direction
des politiques
industrielles et
technologiques
P. Howell

Directeur - Direction
des politiques
commerciales
K. McGuire

Directeur - Direction
des politiques et de la
liaison avec le
conseil des ministres
G. Hore

Sous-ministre adjoint
Division de
l'industrie du Nord
J.D. McClure

Directeur régional
Nord de l'Ontario
R.C. Sowchuk

Directeur général
Division des ressources
ministérielles
B.K. Wood

Secrétaire
des ressources
D. Firth

Direction
des finances et
de l'administration
V. Wilson

Directeur
des ressources
humaines
T.E. Clark

Directeur
pour l'avenir
de la technologie et
des systèmes
informatiques
U. Gonsen

Directeur
pour l'avenir
des services
de vérification
G. Aue

Président du conseil
Société
de développement
de l'Ontario
G.H. Cowperthwaite

Président du conseil
Société
Innovation
Ontario
D. Green

Président du conseil
Société
de développement
du Nord de l'Ontario
R. Cloutier

Président du conseil
Société
de développement
de l'Est de l'Ontario
J.C. Gélinas

Président-directeur
général - Sociétés
de développement
D.C. Mackinnon

Chef des finances
F. Saponara

Directeur
Politiques et d'investissement
R. Winter

Directeur
Administration
des prêts
M. Bobadilla

Directeur
Société
Innovation Ontario
J. Ogilvi

Directeur
Gestion
des investissements
E. Carter

Chef
des opérations
M. St. Amant

Directeur
Région du Centre
J. McNeill

Directeur
Région de l'Est
A. Secours

Directeur
Région du Nord
J. Symington

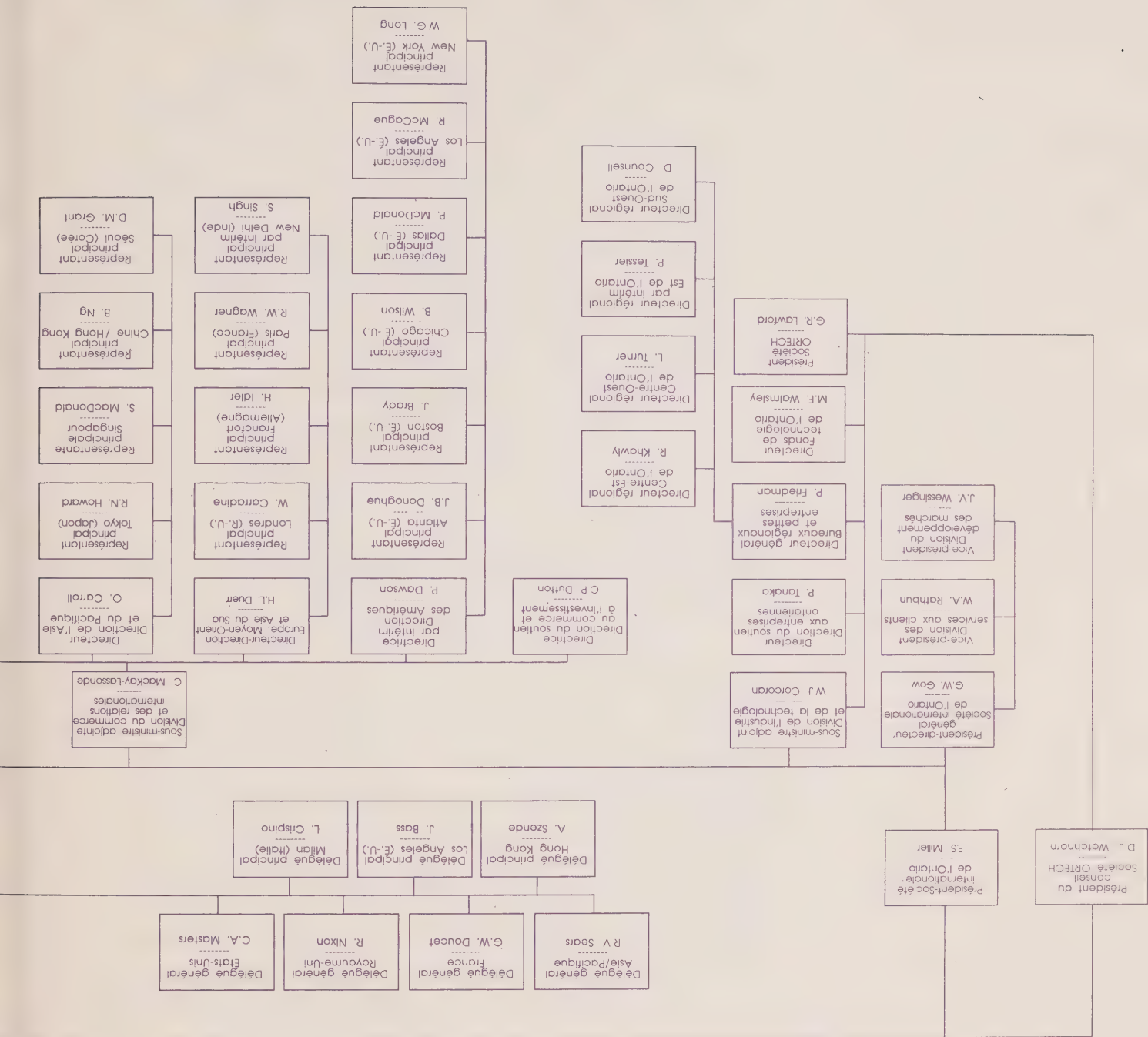
Directeur
Région
du Sud-Ouest
J.G. Ryter

Directeur
Comptes spéciaux
K. MacMillan

MINISTÈRE DE L'INDUSTRIE, DU COMMERCE ET DE LA TECHNOLOGIE

SEPTEMBRE 1991

Adjoint
parlementaire -
Petites entreprises
Norman Jamison
député provincial



ADMINISTRATION DU MINISTÈRE	
Bureau principal	
Services financiers et administratifs	1 689 924 \$
Ressources humaines	2 515 446
Services de communications	1 684 421
Analyse et planification	1 976 438
Services juridiques	799 474
Services de vérification	1 036 205
Systèmes informatiques	832 374
	3 353 277
Total pour l'administration du ministère	
	13 887 559 \$
PROGRAMME DE SOUTIEN À L'INDUSTRIE ET AU COMMERCE	
Politiques et développement	
Expansion de l'industrie et du commerce	13 421 950 \$
Petites entreprises	60 609 506
Industrie du Nord	10 360 642
Société internationale de l'Ontario	1 683 085
Commissaire à la reconstruction	4 216 774
industrielle	1 169 471
Fonds de technologie	79 534 809
Total du programme de soutien à l'industrie et au commerce	
	170 996 237 \$
PROGRAMME DES SOCIÉTÉS DE DÉVELOPPEMENT DE L'ONTARIO	
Société de développement de l'Ontario	
Société de développement du Nord de l'Ontario	88 522 825 \$
Société de développement de l'Est de l'Ontario	15 674 542
Société de développement de l'Ontario	13 374 603
Société Innovation Ontario	10 104 527
Total du programme des sociétés de développement de l'Ontario	
	127 676 497 \$
TOTAL DU MINISTÈRE	
	312 560 293 \$

d'un métro à Ankara, en Turquie, par la Société de développement du transport urbain, la construction de deux stations d'épuration des eaux usées au Venezuela et la réalisation d'un projet de télécommunications en Thaïlande à l'aide des mêmes techniques d'ingénierie et de la même technologie des télécommunications que celles utilisées pour la construction de la tour du CN.

Le lancement du bulletin de la Société, intitulé VISTA, s'insère dans le cadre d'une nouvelle stratégie de communications visant à informer plus efficacement les 950 clients enregistrés de la Société, de même que la clientèle internationale de ces derniers.

ORTECH International

La société ORTECH International fournit des services de consultation en matière de technologie aux organismes commerciaux et gouvernementaux. Elle favorise les innovations au sein des entreprises et aide ces dernières à améliorer leur productivité et la qualité de leurs produits, et à accroître leur compétitivité.

➤ Au cours du dernier exercice, ORTECH a desservi 2 500 clients industriels, dont les revenus ont totalisé 29,2 millions de dollars. La société s'est concentrée sur trois secteurs stratégiques : l'environnement, les transports et la technologie des matériaux. Parmi ses réalisations du dernier exercice, mentionnons les suivantes :

- La Bourse des déchets de l'Ontario, administrée par ORTECH et financée par le ministère de l'Environnement et la Société ontarienne de gestion des déchets, a traité plus de 6 000 appels et demandes de renseignements. Dans le domaine des transports, on a mené à terme une évaluation technique de l'utilisation du premier système entièrement intégré d'injection de carburant pour les véhicules automobiles. Ce système a été conçu par ORTECH en vertu d'un contrat, et on a signé un contrat de licence pour la promotion et la distribution de cette nouvelle technologie. Dans le domaine de la technologie des matériaux, plus de 1 000 clients ont reçu une aide cette année en matière de développement et d'évaluation de produits.

Pour souligner l'excellence technique de nos clients, ORTECH a créé les Prix Flavelle pour l'innovation technique. Les premiers récipiendaires de ces prix sont Inco ltée, Tragsen Inc. et l'Association canadienne du gaz.

Sociétés de développement de l'Ontario

Les quatre sociétés de développement de l'Ontario, c'est-à-dire la Société de développement de l'Ontario, la Société de développement de l'Est de l'Ontario, la Société de développement du Nord de l'Ontario et la Société Innovation Ontario, fournissent une aide financière aux entreprises de la province, soit directement, soit en tant qu'agents pour les autres ministères. Ensemble, les quatre sociétés administrent environ un milliard de dollars en prêts, débiteures, garanties d'emprunt et placements en actions.

> Au cours de l'exercice 1990-1991, la Société de développement de l'Ontario, la Société de développement de l'Est de l'Ontario et la Société de développement du Nord de l'Ontario ont consenti 483 prêts et garanties, d'un montant total de 173 millions de dollars, à des fabricants, des exportateurs et des exploitants d'entreprises touristiques.

> Nouvelles Entreprises, un programme de la Société de développement de l'Ontario, a fourni une aide s'élevant à 46,6 millions de dollars à 3 436 nouvelles petites entreprises au cours du dernier exercice.

> La Société Innovation Ontario a pris 58 engagements, se chiffrant au total à 11,7 millions de dollars, envers des petites entreprises axées sur la technologie. Il s'agit d'une augmentation de 28 % par rapport à l'exercice précédent. La Société s'est aussi retirée de deux entreprises, ce qui porte à sept le nombre de placements vendus.

Société internationale de l'Ontario

Au cours de l'exercice, la Société internationale de l'Ontario a aidé sa clientèle à conclure 29 contrats internationaux, soit une augmentation de 25 % par rapport à l'exercice précédent.

Parmi les contrats d'une valeur de 62 millions de dollars que la Société a aidé ses clients à obtenir, mentionnons le contrat de vente de locomotives diesels à la société zambienne des chemins de fer.

Au cours de l'exercice, la Société a contribué à l'établissement d'un consortium ontarien visant la construction d'une centrale électrique en Iran, d'une valeur de un milliard de dollars. Si la proposition est acceptée, la valeur des contrats pour les fournisseurs ontariens sera de l'ordre de 500 millions de dollars.

Certains travaux entrepris au cours d'exercices antérieurs devraient aboutir au cours de l'année à venir. Parmi ces derniers, notons la construction

La Direction des communications soutient les projets du ministère en matière de publicité, de promotion et de relations publiques, et fait la promotion de l'Ontario en tant qu'endroit de prédilection pour les nouveaux projets d'investissements et d'expansion commerciale.

La Direction a participé à divers programmes de communications au cours de l'exercice :

- > La Direction a rédigé plus de 154 discours pour le premier ministre, le ministre, le sous-ministre, l'adjoint parlementaire et les sous-ministres adjoints.
- > Une nouvelle série hebdomadaire de chroniques scientifiques et technologiques populaires a été conçue par la Direction et paraît dans 75 journaux quotidiens et hebdomadaires de la province.
- > La revue bilingue *Challenges*, revue commerciale produite par la Direction et dont le tirage est maintenant de 12 500 exemplaires, informe les dirigeants du milieu des affaires, des syndicats et des universités sur les questions et politiques qui touchent le commerce en Ontario.
- > La Direction produit et diffuse l'ensemble du matériel de promotion utilisé par le ministère. Soulignons la campagne visant à présenter aux gens d'affaires des « Quatre moteurs » de l'Europe les avantages de faire affaire en Ontario. Du matériel audio-visuel et imprimé en cinq langues a été diffusé dans l'Etat de Bade-Wurtemberg, dans la région de Rhône-Alpes, en Lombardie et en Catalogne au cours de l'exercice. On a aussi conçu des campagnes publicitaires et des expositions présentées dans les foires commerciales.
- > En tout, 140 projets de communications ont été réalisés par la Direction au cours de l'exercice, soit un nombre record.

Direction de la technologie et des systèmes informatiques

La Direction répond aux besoins du ministère en matière d'informatique et de technologie de l'information.

Au cours de l'exercice, la Direction a créé un réseau électronique international reliant le bureau central du ministère aux bureaux régionaux en Ontario et aux États-Unis.

Le Centre d'information fournit des services de bibliothèque et répond aux demandes faites en vertu de la Loi sur l'accès à l'information et la protection de la vie privée. Au cours de l'exercice, le personnel de la Direction a répondu à 4 455 demandes d'information et à 59 demandes d'accès à l'information.

Direction des services de vérification

La Direction offre régulièrement des services de vérification interne dans le but d'assurer que toutes les divisions se conforment aux règles et aux règlements établis pour le ministère. L'an dernier, 25 vérifications ont été effectuées et la quasi-totalité des 205 recommandations qui en ont découlé ont été mises en pratique.

La Direction aide à la planification et à la rédaction des documents relatifs aux placements en actions et des prospectus sur les valeurs mobilières au nom des sociétés de développement et de la Société internationale de l'Ontario. Elle fournit aussi des conseils au ministère et aux autres organismes gouvernementaux en ce qui a trait à l'Accord de libre-échange canado-américain et à l'Accord général sur les tarifs douaniers et le commerce (GATT). Au cours de l'exercice, la Direction s'est concentrée sur les aspects juridiques des projets de relance et de restructuration du ministère.

Direction des ressources humaines

La Direction fournit au ministère des services de planification des ressources humaines, de formation du personnel, d'équité d'emploi et de perfectionnement des employés.

Au cours de l'exercice, on a mis en oeuvre un nouveau programme d'amélioration du rendement des gestionnaires appelé PRAISE, dont le but est d'accroître l'efficacité et la productivité du personnel cadre du ministère.

Services en français

Cette section coordonne toutes les activités relatives à la mise en application de la *Loi de 1986 sur les services en français* et conseille les cadres supérieurs du gouvernement sur les questions touchant la communauté franco-ontarienne. Elle entretient aussi des relations avec les fonctionnaires d'autres administrations francophones.

La consultation avec les chefs d'entreprise francophones s'est poursuivie au cours de l'exercice dans le but d'établir des politiques et des programmes qui auront des effets positifs sur la communauté.

Direction des finances et de l'administration

La Direction fournit au ministère et à ses organismes des services de comptabilité et d'information financière, d'administration des bureaux internationaux, de gestion des contrats et d'achats publics.

Au cours de l'exercice, les paiements versés aux employés du bureau des relations internationales et du service extérieur ont été rationalisés dans le but d'améliorer la gestion des mouvements de la trésorerie à l'échelle internationale.

En outre, on a adopté une nouvelle politique en matière d'achats publics pour assurer une compatibilité maximale avec les initiatives du gouvernement relatives à la protection de l'environnement.

Direction de la politique technologique

La Direction analyse les questions scientifiques et technologiques ayant des répercussions sur le développement économique de l'Ontario, et fournit des conseils sur la façon de les aborder.

➤ La Direction a organisé une conférence nationale sur le développement technologique communautaire. Cette conférence de trois jours intitulée *Le moteur de la technologie 1991*, qui s'est tenue à Hamilton, a attiré des responsables du développement économique provenant de municipalités de toutes les régions du Canada.

Direction des politiques industrielles et sectorielles

La Direction fournit des conseils sur les questions de politiques telles que la compétitivité, l'adaptation industrielle, le développement régional, les investissements étrangers et les marchés publics.

➤ Au cours de l'exercice, la Direction a examiné 79 décisions rendues par Investissements Canada touchant des sociétés établies en Ontario.

Direction des politiques commerciales

La Direction élabore et coordonne les initiatives politiques liées au commerce national et international, et coordonne la réponse de l'Ontario aux questions liées aux conflits portant sur les échanges commerciaux interprovinciaux, bilatéraux et multilatéraux.

➤ La Direction a surveillé la mise en application de l'Accord de libre-échange et l'avancement des négociations trilatérales et multilatérales en cours dans le but d'en déterminer l'impact sur la compétitivité de la province en matière de commerce. Parmi les questions ayant fait l'objet d'une attention particulière au cours de l'exercice, mentionnons les différends au sujet des ventes de porc, de bière, de boissons alcooliques et de bois d'œuvre de résineux.

➤ La Direction a porté une attention particulière aux conditions du marché et à l'économie de l'Europe à la suite des événements survenus en Europe de l'Est et en prévision de l'unification européenne en 1992.

Direction de l'Asie et du Pacifique

La Direction de l'Asie et du Pacifique a aidé plus de 1 000 entreprises au cours de l'exercice. De cette aide ont découlé des exportations de plus de 223 millions de dollars, soit plus du double de l'année précédente. Les investissements faits en Ontario en provenance des régions d'Asie et du Pacifique se sont élevés à 443 millions de dollars, ce qui représente une hausse considérable de 70 millions de dollars par rapport à l'année précédente.

Un nouveau représentant est entré en fonction à Bangkok pour aider les entreprises ontariennes en Thaïlande. L'Asie et le Pacifique deviennent des régions de plus en plus importantes pour l'Ontario, le montant global des échanges commerciaux s'élevant maintenant à plus de 3 milliards de dollars par année.

La Division aide les entreprises et les industries du Nord de l'Ontario et favorise le développement économique et la compétitivité de la région.

Grâce à la Division, 36 nouvelles usines ont été construites dans le Nord de la province, et des investissements de 26 millions de dollars ont permis de créer ou de maintenir plus de 1 000 emplois dans la région.

Au cours de l'exercice, on a annoncé la mise en oeuvre prochaine de 89 projets, représentant des investissements de 20 millions de dollars additionnels.

Le Réseau des petites entreprises du Nord de l'Ontario a terminé sa première année d'activité. Il compte six bureaux d'aide aux entreprises et 39 kiosques d'information dans les municipalités du Nord de la province. Au cours de l'exercice, près de 50 séminaires ont été offerts et 1 610 entrepreneurs de la région ont profité des services du Réseau.

- > elle a publié un bulletin pour promouvoir le commerce et les investissements et mettre en valeur la culture et les attraits touristiques de l'Ontario;
- > elle a aidé 2 500 entreprises en les initiant à l'exportation. Cette initiative a permis d'assurer 1 100 emplois dans la province.

Direction Europe, Moyen-Orient et Asie du Sud

La Direction offre des programmes dans le domaine du commerce et des investissements en Europe de l'Ouest et de l'Est, au Moyen-Orient et en

Asie du Sud. Au cours de l'exercice, les bureaux d'outre-mer ont aidé 1 133

entreprises à réaliser des ventes à l'étranger de plus de 187 millions de dollars.

Grâce à l'aide de la Direction, des investissements étrangers de 206 millions de

dollars ont été faits en Ontario, ce qui représente 50 entreprises manufacturières

et de services, créant ainsi plus de 800 emplois.

C'est en Europe que l'on a concentré les efforts au cours de

l'exercice.

- > On a préparé une série d'études techniques pour être mieux renseignés sur les normes techniques européennes et les répercussions de l'Europe 1992

sur des industries clés de l'Ontario comme l'aérospatiale et la protection de

l'environnement. On a également préparé des documents d'information

sur le commerce en Europe de l'Est.

- > L'Ontario a été l'hôte d'Interregion 1990 regroupant des représentants des

Quatre moteurs de l'Europe, soit la Lombardie en Italie, le Bade-

Wurtemberg en Allemagne, la région Rhône-Alpes en France et la

Catalogne en Espagne.

- > Parmi les autres initiatives commerciales entreprises en Europe,

mentionnons :

- > l'ouverture d'un bureau commercial à Milan;

- > la signature d'une entente de coopération avec la Catalogne;
- > des expositions commerciales à Barcelone, Milan, Lyon et Stuttgart;
- > Une importante entente de coopération commerciale, économique et
- > technologique a été signée avec le comité d'état sur l'économie de la
- > République de Russie de l'Union soviétique. Cette entente fera de l'Ontario
- > un partenaire commercial privilégié de ce vaste marché naissant.

Dans le cadre du Programme des nouveaux exportateurs vers les états limitrophes, qui se veut un programme d'éducation sur l'exportation, on a mis sur pied huit missions dans divers états américains limitrophes auxquelles ont participé plus de 160 hommes et femmes d'affaires de l'Ontario.

EMPLACEMENT DES USINES ET LIAISON AVEC LES MUNICIPALITÉS

La section aide les entreprises à choisir des emplacements et à aménager leurs installations en Ontario. Elle a pris part à la construction de 11 usines au cours du dernier exercice, ce qui a représenté des investissements en capital de 53 millions de dollars.

LIAISON CONCERNANT LES POLITIQUES COMMERCIALES PAR SECTEUR D'ACTIVITÉ

En soutenant les activités commerciales des autres directions, la section assure la liaison entre les bureaux internationaux et les bureaux régionaux sur les questions de commerce. Au cours du dernier exercice, elle a participé à 69 activités reliées au commerce et rendu visite à 328 entreprises ontariennes pour y discuter de questions dans ce domaine.

ASSOCIATIONS STRATÉGIQUES

La section, qui fait partie de la Direction du soutien au commerce et à l'investissement depuis un an, a travaillé avec des entreprises ontariennes pour former des associations internationales stratégiques. Ces associations devraient accroître la compétitivité de l'Ontario sur le marché mondial grâce à la conclusion d'ententes concernant les permis, à la formation d'entreprises conjointes et d'associations, et à des fusions et acquisitions.

Au cours de l'exercice, la section a participé à la conclusion de 39 contrats d'investissement de l'ordre de 15 millions de dollars.

Direction des Amériques

La Direction encourage les exportations ontariennes vers les États-Unis et l'Amérique latine ainsi que les investissements en provenance de ces régions qui sont vitales à notre commerce.

Voici quelques réalisations de la Direction au cours de l'exercice :

- elle a aidé 1 000 entreprises ontariennes à réaliser des exportations d'une valeur de plus de 100 millions de dollars,

C'est au cours de l'exercice qu'a été effectuée la plus grande partie du travail en vue de créer la Division du commerce et des relations internationales. La nouvelle Division est composée des directions responsables du commerce et des investissements au sein du ministère et de la Direction des relations internationales, auparavant une division du ministère des Affaires intergouvernementales. La Direction des relations internationales, le Secréariat de la planification en matière d'affaires internationales et le Bureau du protocole relèvent maintenant du ministère de l'Industrie, du Commerce et de la Technologie.

Direction du soutien au commerce et à l'investissement

SECTION DE LA COMMERCIALISATION DES INVESTISSEMENTS

La section coordonne la production de matériel et la tenue d'événements spéciaux pour promouvoir les possibilités qu'offre l'Ontario en matière d'investissements. Des vidéocassettes ont été produites dans cinq langues pour encourager les relations d'affaires entre l'Ontario et les Quatre moteurs de l'Europe. (On appelle ainsi ces régions parce qu'elles constituent le cœur industriel et technologique de leur pays respectif : la Lombardie en Italie, le Bade-Wurtemberg en Allemagne, la région Rhône-Alpes en France et la Catalogne en Espagne.)

IMMIGRATION DES GENS D'AFFAIRES

La section traite directement avec les gens d'affaires qui veulent s'établir et investir en Ontario. Les entrepreneurs et les investisseurs qui immigreront en Ontario continueront de jouer un rôle actif dans le développement économique de la province. Au cours du dernier exercice, ils ont fait des investissements totalisant 29 millions de dollars et aidé à créer ou à conserver 827 emplois.

PROJETS SPÉCIAUX

La section veut encourager le développement du commerce extérieur et de l'exportation. Dans le cadre du Fonds de développement du commerce extérieur, 443 entreprises ontariennes se sont vu accorder des subventions à frais partagés d'une valeur de 3 millions de dollars. Ces entreprises ont exporté des biens et des services d'une valeur de 46,6 millions de dollars au cours du dernier exercice.

CENTRE-OUEST DE L'ONTARIO

Dans cette région où il existe une forte concentration d'usines de fabrication, de nombreuses entreprises ont subi les répercussions de la récession et de la concurrence étrangère. Plus de 5 000 clients ont bénéficié du programme d'aide et de consultation offert. Certains d'entre eux ont reçu une aide pour obtenir des prêts à court terme.

Cette situation a toutefois eu un effet positif sur l'économie en renouvelant l'intérêt porté au commerce extérieur. Le bureau a reçu 128 demandes dans le cadre du Fonds de développement du commerce extérieur, et 67 entreprises de la région ont reçu une aide dans le cadre du Programme de dotation en personnel technique.

EST DE L'ONTARIO

Le commerce et l'exportation ont été les questions à l'ordre du jour au cours de l'exercice. En novembre 1990, le bureau a organisé une mission d'exportation en Angleterre pour aider les entreprises locales à développer de nouveaux marchés en Europe. Le Programme communautaire de développement économique de l'Est de l'Ontario a accordé 3,9 millions de dollars aux municipalités régionales en vue de soutenir le développement économique. Les experts-conseils du ministère ont établi plus de 2 800 contacts avec les entreprises locales. De ces contacts ont découlé des investissements de 34 millions de dollars qui touchent plus de 1 200 emplois.

SUD-OUEST DE L'ONTARIO

Le bureau a travaillé de façon active avec le secteur privé dans la région pour soutenir l'économie durant la récession, favoriser le développement sur le plan local et faire augmenter les ventes à l'étranger. Un groupe d'investisseurs et d'entrepreneurs du Royaume-Uni a visité la région durant l'exercice. Les experts-conseils régionaux ont collaboré étroitement avec Kaiser Aluminium pour l'implantation d'une usine à London, et avec Canadian Agria Holdings Corporation pour aménager une usine au centre énergétique de Bruce et des bureaux à l'aéroport de Kincairdine.

Rapport des bureaux régionaux

Les experts-conseils du ministère fournissent aide et conseils aux gens d'affaires dans les régions de l'Ontario. Les bureaux régionaux constituent le premier contact dans le cadre de la prestation des programmes du ministère à ses clients.

CENTRE-EST

Le bureau du Centre-Est collabore étroitement avec les municipalités et les gens d'affaires de la région pour attirer des investissements dans la région et étudier les possibilités en matière d'exportation.

- On a formé un consortium de fabricants pour chercher à obtenir des contrats dans le cadre de la reconstruction du Koweït.
- Le bureau, en collaboration avec la région de Durham et la ville de Markham, a accueilli une délégation consulaire internationale pour une visite de la région.

Au cours de l'exercice, on a effectué plus de 2 700 consultations desquelles ont découlé des investissements de 18 millions de dollars, ce qui a permis de conserver ou de créer 542 emplois. On a aidé 85 entreprises à se lancer sur de nouveaux marchés étrangers.

de la technologie dans le lieu de travail. Les fonds alloués pour la première année de fonctionnement du programme s'élevaient à 750 000 \$.

Parmi les autres activités du Fonds de technologie, mentionnons :

- > la super déduction pour la recherche-développement qui continue d'être la dépense la plus importante du Fonds. On évalue à 56 millions de dollars les fonds alloués au secteur privé au cours du dernier exercice pour encourager les dépenses dans le secteur de la recherche-développement;
- > les sept Centres d'excellence qui ont passé avec succès un examen externe de la gestion, processus qui a duré 30 mois. Les fonds accordés aux Centres pour le dernier exercice se sont chiffrés à 38,2 millions de dollars;
- > le Programme de recherche industrielle auquel se sont ajoutés trois nouveaux projets. Cela porte à 25 le nombre de projets de recherche conjointe dans le cadre de ce programme qui a reçu des fonds de 23,7 millions de dollars au cours de l'exercice;
- > le programme d'encouragement à la recherche dans les universités qui est administré par le ministère des Collèges et Universités. On a accordé des fonds de contrepartie de 7,6 millions de dollars au cours du dernier exercice pour les projets de recherche parrainés par les industries et effectués dans les universités de l'Ontario;
- > le Programme de dotation en personnel technique qui a approuvé 300 demandes présentées par les fabricants ontariens. Les fonds alloués à ce programme s'élevaient à 2,6 millions de dollars pour le dernier exercice;
- > les six Centres d'entrepreneuriat qui ont reçu des fonds de 900 000 \$ pour le dernier exercice;
- > le resserrément des liens entre l'Ontario et les « Quatre moteurs » de l'Europe de l'Ouest grâce à une subvention de 750 000 \$ destinée à soutenir quatre projets coopératifs de recherche-développement;
- > RADARSAT, un projet de satellite de télédétection, qui a reçu des fonds de 5 millions de dollars pour soutenir les entreprises établies en Ontario qui participent à son développement.

Direction de soutien aux entreprises ontariennes

La Direction de soutien aux entreprises ontariennes fournit une aide aux fabricants et aux industries clés du secteur des services.

Au cours du dernier exercice, la Direction a entrepris plusieurs

projets importants :

> elle a effectué des études sur les défis en matière de compétitivité auxquels doivent faire face l'industrie des meubles de maison et l'industrie

électronique;

> elle a appuyé ou parrainé des initiatives de transfert de la technologie dans

différentes industries telles que les biomatériaux, les plastiques, l'outillage,

l'habillement et la construction;

> la Direction a participé à l'élaboration de CARENET qui relie les agents

d'approvisionnement des hôpitaux avec une banque de données qui

fournit une liste des fabricants d'appareils médicaux en Ontario;

> elle a également pris part à des investissements industriels stratégiques au

nom du gouvernement. Cinq projets d'investissement ont été approuvés

par le Conseil des ministres l'année dernière. Ces investissements

devraient injecter 1,2 milliard de dollars dans les industries de l'Ontario

pour conserver ou créer plus de 5 000 emplois;

> le Centre de renseignements sur les fournisseurs a répondu au cours de

l'exercice à plus de 4 000 appels d'entreprises qui voulaient acheter des

produits manufacturés par des fournisseurs établis en Ontario.

Fonds de technologie de l'Ontario

Le Fonds de technologie de l'Ontario est doté d'un budget de un

milliard de dollars sur dix ans. Il soutient neuf programmes qui ont pour but de

promouvoir l'application des sciences et de la technologie en vue de rendre

l'industrie ontarienne plus compétitive.

Les décaissements pour l'exercice ont totalisé 79,5 millions de

dollars.

Le gouvernement s'est engagé à aider les travailleurs touchés par les

changements technologiques en créant un nouveau programme, le Programme de

recherche sur l'adaptation aux changements technologiques, qui est administré

par la Fédération du travail de l'Ontario. Dans le cadre de ce programme, on

soutient également des projets permettant de mieux comprendre les répercussions

Nous devons soutenir la croissance et la prospérité des petites entreprises en Ontario. Petites entreprises Ontario offre un soutien et des services à ce secteur d'activité vital, par l'intermédiaire des centres d'aide aux nouvelles entreprises situés un peu partout dans la province et en mettant en oeuvre des programmes pour les nouveaux entrepreneurs.

SECTION DES SERVICES D'AIDE AU DÉMARRAGE DES PETITES ENTREPRISES

Au cours de l'exercice, plus de 200 000 nouveaux propriétaires ou propriétaires éventuels de petites entreprises ont assisté aux séminaires, utilisé la ligne Renseignements Démarrage des Petites Entreprises et acheté des publications de Petites entreprises Ontario.

La section a offert une aide directe à près de 10 000 entrepreneurs sous forme de consultations dans son réseau de centres d'aide aux nouvelles entreprises, au nombre de 26. Pour faciliter l'accès à l'information fournie par le gouvernement, Renseignements Démarrage des petites entreprises a installé un système téléphonique interactif bilingue qui fonctionne 24 heures sur 24, 7 jours sur 7.

DÉVELOPPEMENT DES PETITES ENTREPRISES

Dans le cadre du programme ethnoculturel, on a prêté assistance à sept communautés ethniques au moyen de bandes audio. Un nouveau programme, appelé Partenaires, a été créé pour favoriser des activités accrues de parrainage et de partenariat entre le secteur privé et Petites entreprises Ontario.

ENTREPRENEURIAT JEUNESSE

Le programme Capital de démarrage pour les jeunes entrepreneurs a fourni une aide à 866 entreprises créées par des étudiants pour l'été et à 687 entreprises exploitées à longue durée par des jeunes venant tout juste de finir leurs études.

L'éducation en entrepreneuriat est maintenant offerte au palier élémentaire grâce au programme VISIONS qui a pour but de sensibiliser les jeunes de la septième et de la huitième année. Ce programme est actuellement offert dans 20 conseils scolaires dans la province.

Monsieur le Ministre,

J'ai le plaisir de vous présenter le rapport annuel du ministère pour l'exercice clos le 31 mars 1991.

Le ministère a terminé le processus de restructuration amorcé au cours du dernier exercice. Nous avons créé la Division de l'industrie et de la technologie qui regroupe maintenant les activités des bureaux régionaux, les services aux petites entreprises et les programmes technologiques du ministère sous un même toit. Cela permettra de coordonner les activités et d'assurer la prestation des services et des programmes d'une façon plus efficace et économique.

Le ministère a également assumé les fonctions internationales du ministère des Affaires intergouvernementales. C'est à la Division du commerce et des relations

internationales, nouvellement créée, qu'incomberont ces responsabilités, qui représentent une nouvelle fonction importante pour le ministère. Les questions de commerce et de commercialisation sur le plan mondial comportent aujourd'hui des responsabilités diplomatiques et économiques. Étant donné que le commerce international prend de plus en plus d'importance dans notre économie, nous devons être en mesure de traiter sur ces deux plans avec nos nombreux partenaires commerciaux.

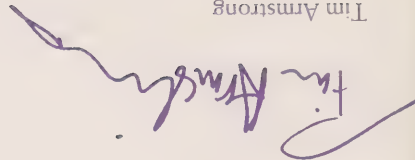
Pour superviser ces importantes divisions, nous avons accueilli dans nos rangs deux nouveaux sous-ministres adjoints, William Corcoran et Claudette MacKay-Lassonde, qui occupaient tous deux des postes de haute direction dans le secteur privé. Ils se joignent à Jim McClure, sous-ministre adjoint de la Division de l'industrie du Nord, et à Peter Sadlier-Brown, sous-ministre adjoint de la Division des politiques et du développement récemment restructurée. Cette équipe de direction, avec l'aide des Sociétés de développement de l'Ontario, sera en mesure de rendre le ministère encore plus efficace dans ses efforts pour répondre aux besoins de la communauté des gens d'affaires de l'Ontario.

L'Ontario doit faire face à de nombreux défis sur le plan économique et commercial à l'aube de ce nouvel exercice, au moment où nous amorçons la relance et la reconstruction de l'économie provinciale. Nous devons également déployer les mêmes efforts à l'étranger de façon à faire tout en notre pouvoir pour aider les exportateurs ontariens et attirer des investissements et des contrats commerciaux dans la province. J'estime que les réalisations accomplies au cours de l'exercice nous permettront de relever ces défis avec succès.

Je vous prie d'agréer, Monsieur le Ministre, l'assurance de ma plus haute

considération.

Tim Armstrong



MESSAGE DU MINISTRE

À Son Honneur
le lieutenant-gouverneur de l'Ontario
Votre Honneur,

J'ai le plaisir de vous présenter le rapport annuel du ministère de l'Industrie, du Commerce et de la Technologie pour l'exercice 1990-1991.

Ce dernier exercice a été marqué par la pire crise économique qu'a subie l'Ontario depuis la Deuxième Guerre mondiale. De nombreux emplois ont été perdus de façon permanente en raison de la restructuration de l'industrie et des répercussions de l'Accord de libre-échange sur les travailleurs et les entreprises de l'Ontario.

Devant une telle récession, nous nous sommes efforcés de répondre aux besoins de notre communauté de gens d'affaires déjà établie et d'élargir le mandat du ministère pour rejoindre de nouveaux participants et les encourager à prendre part au développement économique de la province. Les minorités, les jeunes, les autres travailleurs qui ont des besoins spéciaux doivent bénéficier des programmes et services du ministère au même titre que les autres membres de la communauté des gens d'affaires. Notre but est de voir à ce que cela soit une réalité.

En plus des autres engagements pris au cours de l'exercice, le ministère a mis en oeuvre plusieurs initiatives spéciales. Mentionnons le programme Vers le sommet qui a pour but d'encourager les femmes entrepreneurs, et le Programme de relance du secteur manufacturier, annoncé dans le budget, qui a été mis sur pied pour aider les petites et moyennes entreprises viables qui éprouvent des difficultés financières temporaires. Nous avons également mis sur pied, grâce au Fonds de technologie de l'Ontario, le Programme de recherche sur l'adaptation aux changements technologiques pour aider les travailleurs touchés par ce phénomène.

Étant donné que la prospérité et la croissance de notre province sont en grande partie dépendantes du commerce extérieur, le ministère a accueilli de nombreuses délégations diplomatiques et commerciales venues pour resserrer les liens avec l'Ontario en vue d'y investir et d'y établir des associations commerciales. Lors des négociations du CATT au mois de décembre dernier, l'Ontario a pu établir des liens solides en matière de consultation avec le gouvernement fédéral et les autres provinces afin de définir tous ensemble la position du Canada dans le cadre de ces importantes négociations commerciales multilatérales. En outre, l'entente de coopération dans le domaine de l'économie et de la technologie conclue avec la Russie et les progrès continus accomplis dans nos relations avec les «Quatre moteurs» de l'Europe nous permettront de tisser des liens commerciaux solides pour l'avenir.

Tout en travaillant à la relance et à une croissance économique renouvelée au cours du présent exercice, le ministère continuera à aider la communauté des gens d'affaires et à trouver des moyens d'établir de nouveaux partenariats entre les entreprises, les syndicats et la population de l'Ontario qui soient avantageux pour tous.



L'honorable Ed Philip

Ministre de l'Industrie, du Commerce et de la Technologie

2	Message du ministre
3	Message du sous-ministre
4	Division de l'industrie et de la technologie
4	Petites entreprises Ontario
4	Services d'aide au démarrage des petites entreprises
4	Développement des petites entreprises
4	Entrepreneuriat jeunesse
5	Direction de soutien aux entreprises ontariennes
5	Fonds de technologie de l'Ontario
7	Bureaux régionaux
7	Centre-Est
8	Centre-Ouest de l'Ontario
8	Est de l'Ontario
8	Sud-Ouest de l'Ontario
9	Division du commerce et des relations internationales
9	Direction du soutien au commerce et à l'investissement
9	Section de la commercialisation des investissements
9	Immigration des gens d'affaires
9	Projets spéciaux
10	Emplacement des usines et liaison avec les municipalités
10	Liaison concernant les politiques commerciales par secteur d'activité
10	Associations stratégiques
10	Direction des Amériques
11	Direction Europe, Moyen-Orient et Asie du Sud
12	Direction de l'Asie et du Pacifique
12	Division de l'industrie du Nord
13	Division des politiques et du développement
13	Direction de la politique technologique
13	Direction des politiques industrielles et sectorielles
13	Direction des politiques commerciales
14	Division des ressources ministérielles
14	Direction des ressources humaines
14	Services en français
14	Direction des finances et de l'administration
15	Direction de la technologie et des systèmes informatiques
15	Direction des services de vérification
15	Direction des services juridiques
16	Direction des communications
17	Organismes du ministère
17	Sociétés de développement de l'Ontario
17	Société internationale de l'Ontario
18	ORTECH International
19	État des dépenses
20	Organigramme
22	Bureaux régionaux et internationaux du ministère de l'Industrie, du Commerce et de la Technologie



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ET DE LA TECHNOLOGIE

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contents

2 FIGHTING THE RECESSION — PREPARING FOR GROWTH

A message from the Honourable Ed Philip,
Minister of Industry, Trade and Technology

4 BUILDING PARTNERSHIPS, WORKING TOGETHER

A message from Peter Barnes,
Deputy Minister

6 CHANGING TIMES — FOCUSED PRIORITIES

7 MITT SERVICES, PROGRAMS AND ACTIVITIES (1991-92 HIGHLIGHTS)

1. Fighting the recession
2. Supporting domestic industries
3. Strengthening and diversifying the north
4. Boosting innovation
5. Promoting small business
6. Regional service for regional growth
7. Anticipating and responding to policy issues
8. Expanding trade and attracting investments
9. Building international links
10. Sustaining and promoting MITT activities

26 STATEMENT OF EXPENDITURES

27 MITT ORGANIZATION CHART

28 MITT REGIONAL AND INTERNATIONAL OFFICES



FIGHTING the recession — preparing for GROWTH



A MESSAGE FROM THE HONOURABLE ED PHILIP

To His Honour

The Lieutenant-Governor of the Province of Ontario

May It Please Your Honour:

I am pleased to present the annual report of the Ministry of Industry, Trade and Technology for the fiscal year 1991-92.

The past year was a difficult one for communities, businesses, industries and workers in Ontario.

A number of negative factors — the GST, the Free Trade Agreement, high dollar and interest rates — again contributed to job losses, plant closures, and personal and business bankruptcies. They also made it difficult for companies to restructure and prepare for global competition.

In the midst of the worst economic downturn since the Great Depression, MITT focused its attention on saving jobs and easing the impact of the recession. Working in partnership with communities, employers, workers and new investors, we were able to save thousands of jobs and bring new ownership arrangements to de Havilland, Algoma Steel in Sault Ste. Marie, and the Spruce Falls pulp and paper mill in Kapuskasing.

The Manufacturing Recovery Program assisted fundamentally sound small and medium-sized businesses to overcome temporary problems.

While fighting the recession, the ministry continued to set the scene for recovery and renewal. In late July, I released An Industrial Policy Framework for Ontario, a paper that sets the stage for government, unions, companies and communities working together to create a higher value-added economy for the future.

This first-ever Industrial Policy Framework for Ontario will serve to focus our own economic development priorities in the government, and will help to create a better relationship with business, labour and communities.

Throughout the year, the ministry worked closely with a number of strategic industrial sectors. A Memorandum of Understanding was signed with the plastics industry, and a new three-year, \$150-million Sector Partnership Fund was created.

The Technology Fund again played a vital role in boosting Ontario's research and development activities. The original \$1 billion allocated to the Fund has been fully committed, and in July, I announced a further commitment of \$81 million per year. In addition, the mandate of the Fund was broadened and its name changed to Technology Ontario.

Funding for the Centres of Excellence was also extended for a period of five years, and significant support was provided for the bid to make Toronto the permanent home of the International Space University.

Recognizing the importance of trade and investment to the growth and prosperity of Ontario, a new program was created to promote strategic alliances among Ontario and New York firms. New economic and exchange arrangements were made with the "Four Motors" regions, representing the four most industrialized regions in Western Europe.

The coming year should see Ontario begin to move out of the recession. That movement may be slower and more painful than any of us would like, but I'm confident that by working together we can create an innovative, productive and globally competitive economy in Ontario.



The Honourable Ed Philip
Minister of Industry, Trade and Technology

BUILDING PARTNERSHIPS, **working** TOGETHER

A MESSAGE FROM PETER BARNES

Dear Mr. Minister:

It is my pleasure to submit the ministry's annual report for the 1991-92 fiscal year.

In carrying out its activities, MITT continued to expand its links with strategic partners in the Ontario economy.

The historic agreement at Algoma Steel, for example, came about because the ministry worked with representatives from the company, employees, the community creditors, the federal government and other ministries. The result was a solution that was both innovative and practical.

Similarly, the ministry worked with Ontario's border communities, which have been hard hit by cross-border shopping and the decline in retail sales. In the summer of 1991, roundtable discussions with stakeholders resulted in a number of common initiatives such as Service Excellence Training.

The partnership approach guided our activities, not only in dealing with adversity, but in planning for long-term growth. In the past year, Ministerial Advisory Committees were active in three industries — automotive, aerospace and construction. Funding was provided to support the tooling industry's Industrial Research and Development Institute.

The new Sector Partnership Fund will help implement the Industrial Policy by encouraging co-operative ventures among companies within industry sectors. It will support co-operative activities such as: developing sectoral capability; sector promotion and marketing; sharing sector knowledge; creating specialized infrastructure; and focused upgrading programs.

Working together, of course, is a two-way street, and the ministry has listened closely to the business community's advice on how to improve its own regulatory approach. A new initiative, "Clearing the Path for Business Success," was designed to reduce the paper burden on small business and establish a "one-stop" centre for those starting up new businesses.

As we work to implement our economic-renewal initiatives, the ministry will continue to search for new ways of drawing together all the stakeholders in the Ontario economy.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Peter Barnes", is written above a solid horizontal line.

Peter Barnes
Deputy Minister

CHANGING TIMES — **FOCUSED** priorities



The Ministry of Industry, Trade and Technology (MITT) is the Ontario Government's main body for promoting a productive, innovative and globally competitive economy.

MITT is a client-oriented ministry. It operates a network of domestic and international offices that provide a wide variety of services and programs to communities, business, industry, labour, sectoral associations, academic institutions and individuals.

Rapidly changing times demand that MITT continually reshape and refocus the way it carries out its activities. The ministry's current priorities include:

1. working with business, labour and other groups to implement an **industrial policy** for building a stronger economy;
2. boosting Ontario's competitiveness by supporting greater co-operation at the **sector level** to promote winning activities;
3. attracting **new private sector investments** both domestically and internationally, while keeping existing investments;
4. assisting Ontario firms to become more productive through the **development and use of new technologies**;
5. **reducing the burden of government red tape** on business, especially small business, while meeting the objectives and effectiveness of government regulation;
6. expanding Ontario's **international trade activity** by helping companies and sectors to export their products and services;
7. developing more extensive **economic and management arrangements with foreign jurisdictions**;
8. promoting and encouraging the **development and diversification of Ontario's regions and communities**;
9. supporting the formation and viability of **small business**;
10. creating a **positive business climate** by making sure that government policy and decision-makers are aware of the interests and views of the business community;
11. ensuring that MITT programs and services use **public money** in the most efficient and effective manner.

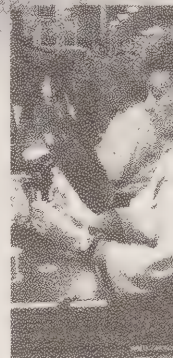
MITT SERVICES, PROGRAMS AND activities (1991-92 HIGHLIGHTS)

MITT undertakes a wide variety of initiatives in areas such as: policy and program development; business development; investment support; technology development and diffusion; and trade and international representation. The following are some of the highlights of the 1991-92 fiscal year:

1. FIGHTING THE RECESSION

The recession that began in 1990 continued into the 1991-92 fiscal year. Because of the severity of the downturn, MITT directed much of its attention to easing the impact on Ontario's hard-hit manufacturing sector, and saving jobs. Specific accomplishments included:

- the creation of a three-year, \$57-million *Manufacturing Recovery Program*. The program is assisting fundamentally sound small and medium-sized manufacturing companies to recover from the recession. It helps companies develop recovery plans; assists in hiring management and marketing personnel; and provides short-term financial assistance. The companies targeted by the program employ approximately 25,000 workers;
- the joint acquisition of *de Havilland* by the Ontario Government (49-percent ownership) and Bombardier (51-percent). In addition to saving jobs, the deal strengthened Ontario's competitive position in the strategically important aerospace industry;
- the negotiation of an agreement to restructure *Algoma Steel*. The agreement ensured that Algoma will continue to generate jobs and income for the Sault Ste. Marie community through a revitalized worker-owned company;



- an agreement to bring new ownership and a mill-modernization program to the *Spruce Falls pulp and paper mill* in Kapuskasing.

2. SUPPORTING DOMESTIC INDUSTRIES

In addition to suffering from the short-term effects of the recession, Ontario's economy is undergoing a number of fundamental changes due to the globalization of markets, the changing nature of work and rapidly evolving technologies.

MITT's *Domestic Support Branch* works with Ontario industry, its stakeholders and representatives to address these changes and boost the competitiveness of key manufacturing and service industry sectors. In fiscal year 1992, the branch:

- supported and co-ordinated government participation in *strategic industrial investments*. Cabinet approved 10 projects that will leverage over \$3 billion in total investments and maintain or create more than 18,000 jobs;
- signed a Memorandum of Understanding with the *plastics industry* to improve skills training, innovation and technology, environmental considerations and other factors affecting the growth and competitiveness of this important sector;
- established, in partnership with the *Ontario Chamber of Commerce*, a program of recognition for Ontario companies that make a commitment to quality in all aspects of their activities;
- worked with industry to represent Ontario and its capabilities in Canadian trade shows such as the *Astronautical Congress* in Montreal and the *Water Pollution Control Federation Conference* in Toronto;
- produced, in co-operation with the Ministry of Northern Development and Mines, a *directory of over 275 Ontario mining-industry suppliers*;

- published and distributed *Marketplace* to over 10,000 Ontario companies. This publication provides a forum for the exchange of licensing, business and supply opportunities, as well as helping match plant production capacity with demand;
- participated in the development of *educational television programming* to improve science awareness and education, and worked with industry and other stakeholders to build a stronger public understanding of the important role of science and technology;
- *promoted the importance of design* as a competitive factor for Ontario firms by working with such bodies as the Group for Design in Business and the Design Exchange. Key projects included: the "Canada Designs for Business" exhibit, launched in Tokyo; the Design Technology Evaluation Project (DESTEP), involving eight companies from different industrial sectors using computer visualization to demonstrate the advantages of advanced design technologies; and sponsorship of the "Best in Show" Award at the First Annual Design Effectiveness Awards;
- assisted Ontario businesses, through the *Manufacturing Recovery Program*, to restructure and reposition their operations;
- in conjunction with other ministries, participated in the development of the *Labour Sponsored Venture Corporation Act, 1992*. Also established the *Employee Ownership Program* to facilitate employee ownership opportunities and fulfil the ministry's mandate in support of this Act.

The *Special Advisor, Economic Adjustment (SAEA)*, who reports directly to the Deputy Minister, also develops strategies and action plans designed to help Ontario industries restructure themselves and become more competitive.

In 1991-92 the SAEA led major studies of two Ontario sectors facing serious cyclical and structural problems: the forest-products industry (wood products, pulp and paper) and the petroleum-based cluster (petroleum refining, petrochemicals and plastics). After extensive discussions with stakeholders and other interested parties, a number of initiatives were pursued, including:

- a *European Test Marketing Project* to explore ways in which Ontario wood-product companies might diversify into overseas markets;
- a Memorandum of Understanding with the plastics industry.

3. STRENGTHENING AND DIVERSIFYING THE NORTH

The economy in Northern Ontario has been particularly hard hit by a variety of forces, including the declining demand for natural resources and increased global competition.

MITT's *Northern Industry Division* promotes the growth and competitiveness of Northern Ontario's private sector by: assisting the development of entrepreneurship and the growth of small business; encouraging industrial development; and strengthening industry's international competitiveness. Activities focus on investment, trade, new technology, small business startup and community economic development.

Five field offices, in Thunder Bay, Sault Ste. Marie, Sudbury, Timmins and North Bay, are staffed by business consultants to promote business and economic development. The field offices are involved in virtually every MITT program and policy area. They act as the ministry's window on the north, and serve as MITT's first point of contact for industry, entrepreneurs, municipalities and economic development associations.

In the 1991-92 fiscal year, the Northern Industry Division:

- helped attract 81 new plants and investments worth \$168 million, and helped create or save more than 1,900 jobs;

- attracted investment commitments for a further \$361 million on 93 future projects.

The *Northern Ontario Small Business Network*, sponsored by Small Business Ontario, operates six Business Self-Help Offices in major centres and 42 kiosks in small communities across the north. During the past year, 55 seminars were held, 1,730 entrepreneurs were counselled and 6,647 enquiries were handled by the network.

4. BOOSTING INNOVATION

Ontario's future economic well-being will depend largely on our ability to create, use and market new technologies and processes. Research and development (R&D) and technology diffusion will play a critical part in this effort.

The *Ontario Technology Fund* is a \$1-billion, 10-year commitment to R&D. It supports nine programs that promote the use of science and technology in making Ontario industries more competitive. Total disbursements from the Fund in 1991-92 were \$81.7 million. Highlights of the past fiscal year include the following:

- The *R&D Super Allowance*, the Fund's largest expenditure, rebated an estimated \$50 million to the private sector to encourage R&D spending.
- The seven *Centres of Excellence* received very favourable reviews after a 30-month independent management review process. Funding for the Centres was \$40.8 million, and a further five-year funding commitment of \$216 million was made.
- The *Industry Research Program* added two new projects, bringing its commitment to 26 collaborative research projects. Funding for the program was \$21.3 million.
- The *University Research Incentive Fund*, managed by the Ministry of

Colleges and Universities, was provided with \$6.7 million to match industry-sponsored research done at Ontario universities.

- The *Technical Personnel Program* approved 288 applications for technical support for Ontario manufacturers. Funding for the program was \$4.6 million.
- The six university/college-based *Centres of Entrepreneurship* received funding of \$900,000 to promote the teaching of entrepreneurship and stimulate research on the subject.
- The working relationship between Ontario and the “*Four Motors*” (four of the most industrialized regions in Western Europe: Baden-Württemberg in Germany; Rhône Alpes in France; Lombardy in Italy; and Catalonia in Spain) was expanded. This expansion includes a \$1.5-million grant to support eight co-operative R&D projects, and \$2.6 million over three years to support collaborative research in multi-media telecommunications techniques (Telepresence).
- RADARSAT, a remote sensing satellite project, received \$5 million to support Ontario-based companies involved in its development.
- The *Technology Adjustment Research Fund* provided \$845,500 in support of projects related to understanding the impact of technology in the workplace. The Fund, which is in its second year and is managed by the Ontario Federation of Labour, represents a government commitment to assist workers affected by technological change.

By July 1992, the original \$1 billion set aside for the Ontario Technology Fund had been committed. Following very favourable reviews by independent agencies, the role of the Fund was expanded to include supporting the six fundamentals outlined in the Industrial Policy

Framework. Its name was changed to *Technology Ontario*, and new funding was set at \$81 million per year.

ORTECH International — a non-profit foundation — plays a major role in boosting Ontario's technology infrastructure. ORTECH helps companies to become more successful by applying technology effectively. It provides companies with services in product and process improvement and development, technical consulting and problem-solving, and analytical, testing and evaluation services.

As Canada's leading independent provider of Industrial R&D services, ORTECH derived more than 70 percent of its \$28 million in 1991 earned revenues from the private sector. For the 12th straight year, ORTECH answered the needs of more than 2,000 industrial clients. During the past fiscal year:

- licensing agreements were signed with Devtek Corporation of Markham and Stewart and Stevenson Services of Houston, Texas, for worldwide manufacturing and marketing rights respectively for the *Gaseous Fuel Injection (GFI)* system. This system was developed by ORTECH for fuel management of natural gas or propane vehicles;
- a startup company was assisted with the development of a *patentable process for recycling fibreglass*;
- the ORTECH-operated *Ontario Waste Exchange* handled more than 8,500 enquiries. It helped industries manage waste productively by arranging for the transfer of more than 70,000 tons of waste to companies that could put it back into productive use.

5. PROMOTING SMALL BUSINESS

MITT's *Small Business Ontario* delivers programs and services that are designed to increase the level of entrepreneurial activity and support the growth and prosperity of the province's small business community. The 1991-92 fiscal year saw record levels of service:

- Close to 100,000 potential or new small business owners attended *business startup seminars* and purchased *business publications*.
- Nearly 10,000 entrepreneurs were given advice at the 27 *Business Self-Help Offices*, which are operated in partnership with municipalities.
- Over 130,000 clients were serviced by the *Business Startup Hotline*.
- The Small Business Development Section worked with hard-hit border communities to design and implement a program to counter *cross-border shopping*. Local action groups were organized in nine border communities, and cost-shared activities such as low-cost consumer loans, customer service training, local retail promotion and improved merchandising practices were delivered to local consumers and businesses.
- The *Parliamentary Assistants Committee for Small Business* was re-established and broadened. One of its major recommendations was the “*Clearing the Path*” initiative for reducing red tape.
- The *Youth Startup Capital Program* helped 764 summer businesses and 544 year-round ones operated by out-of-school youth. These businesses created approximately 5,700 full and part-time jobs, mainly for young people.
- The *Visions Program* of entrepreneurship education for grade seven and eight students was adopted by 51 of Ontario’s 76 school boards, and *Visions and Ventures* — a major conference for 180 teachers and education administrators — was held in March 1992.
- The *Technical Personnel Program (TPP)* provided a wage contribution to 288 small manufacturing and service companies to support the hiring of technical and scientific personnel to develop new products and services. These companies are expected to invest \$76 million in

Ontario for capital equipment and research and development — or \$18 for every dollar contributed by MITT.

6. REGIONAL SERVICE FOR REGIONAL GROWTH

To provide localized service and stimulate regional growth, MITT operates a network of regional offices and a Municipal Economic Development Branch. The Ontario Development Corporations also stimulate regional economic activity throughout the province.

The *Central Ontario West* region has a high concentration of manufacturers covering a wide range of industries. In 1991-92, many firms were hurt by the recession and foreign competition, though some demonstrated considerable flexibility and strength. A number of smaller firms sought to develop their technological capabilities and showed increased interest in exporting to the United States and further abroad. The Central Ontario West offices staff provided over 5,000 consultations to clients.

The *Eastern Ontario* regional offices co-organized the second *Community Economic Development Conference* and assisted in the development of a regional synopsis of 27 community economic development strategies. They participated in the establishment of the *Ottawa-Carleton Life Sciences Park* and in the *Industry Sectors Task Force*. A trade delegation of Chinese representatives was hosted, and another delegation was led to Israel. The staff provided more than 1,500 consultations, influencing \$38 million in investment and creating or saving an estimated 1,045 jobs.

In *Southwestern Ontario* a concentrated effort was made to bolster the economy by promoting local development, encouraging strategic alliances between local and foreign-based firms, and developing and increasing export sales. Significant development expansion was accomplished in the *Bruce Energy Centre* and *Canadian Agra Developers*. A major aircraft maintenance and refinishing centre was opened at *Huron Industrial Park*, with major expansion planned for the future. The automotive sector showed a modest upswing with the *Ford-Windsor* expansion, *Navistar-Chatham* new truck expansion and *Freightliner of Canada-St. Thomas* opening. About 4,500 jobs were created and retained in Southwestern

Ontario, and \$911 million in sales was influenced.

In *Central East Ontario*, the regional offices worked closely with municipalities and regional business people to attract investment and assist exporters to expand their activities and increase technical capability. A “*How to do Business in the U.S.*” seminar was sponsored and resulted in the identification of over 300 potential and existing exporters. An outreach program was initiated to increase awareness of MITT through participation in selected trade shows and municipal events. More than 5,000 consultations were carried out, influencing \$25 million in investment and creating or saving 1,300 jobs. In addition, 245 new exporters were assisted.

The *Municipal Economic Development Branch* ensures that MITT’s economic development services and programs are made available effectively to its clients. Within government, the branch acts as an advocate for an action-oriented approach to economic development. It also sponsors and co-ordinates professional development activities with the Economic Developers’ Council of Ontario. The branch is currently acting as a resource to economic restructuring and strategic planning forces in *Renfrew, Trenton and Niagara*.

The Ontario Development Corporations promote business and industrial development in the province, both directly and as agents for other ministries and agencies. Together, the *Ontario Development Corporation (ODC)*, *Eastern Ontario Development Corporation (EODC)*, *Northern Ontario Development Corporation (NODC)* and *Innovation Ontario Corporation (IOC)* administer a financial portfolio of \$1 billion in loans, debentures, loan guarantees and equity investments. Here are some highlights of the 1991-92 fiscal year:

- The ODC, EODC and NODC approved 596 loans and guarantees totalling \$304 million for manufacturers, exporters and tourist operators.
- *New Ventures*, an ODC program, provided \$46.1 million to assist 3,420 small business startups.

- The IOC approved 70 proposals totalling \$18.4 million, an increase of 57 percent in the number of investments in small technology-based businesses.

7. ANTICIPATING AND RESPONDING TO POLICY ISSUES

To provide effective and relevant services and programs, MITT must successfully anticipate and respond to current and emerging policy issues. The ministry's *Policy and Development Division* provides timely advice and recommends strategies on trade, industrial technology and sector policy.

The *Trade Policy Branch* monitors Ontario's trade performance, develops and co-ordinates policy initiatives related to trade and investment, and co-ordinates Ontario's response to issues raised by interprovincial, regional and multilateral trade relations. In the 1991-92 fiscal year, the branch:

- monitored and responded to issues arising from the implementation of the *Canada-U.S. Free Trade Agreement*, including disputes on beer and alcoholic beverages, softwood lumber, autos, carpet and steel;
- co-ordinated provincial participation in and assessment of the ongoing *North American Free Trade Negotiations (NAFTA)* and the Uruguay Round of the *General Agreement on Tariffs and Trade (GATT)*;
- monitored and provided advice on developments in major Ontario markets that could affect the province's trade relations.

The *Industrial and Technology Policy Branch* provides policy advice, analysis, information and program support on industrial, science and technology policy issues as they affect the Ontario economy. In the past fiscal year, the branch:

- developed *An Industrial Policy Framework for Ontario*, a key part of the government's economic renewal agenda;

- provided policy support for the development or extension of a variety of programs, including the Ontario Centres of Excellence, the Ontario Investment and Worker Ownership Program, the bid for the permanent campus of the International Space University, and increased funding for Innovation Ontario and ORTECH;
- reviewed 60 *Investment Canada* decisions involving Ontario-based companies;
- played a key role in the negotiations leading to the provincial investment in de Havilland.

The *Sectoral Policy Branch* anticipates and responds to current and emerging policy issues in the areas of sectoral and economic development, economic competitiveness, adjustment and related infrastructure, environmental and labour issues. In the past fiscal year, the branch:

- re-established three *Ministerial Advisory Committees* (automotive, aerospace and construction);
- developed the *Regional and Rural Development Strategy*.

8. EXPANDING TRADE AND ATTRACTING INVESTMENT

Ontario is a trading society, and MITT's *Trade and International Relations Division* offers a wide variety of services and programs designed to boost trade and attract investment.

The *Business Immigration Section* provides advice to individuals about business and immigration, and works to ensure that Canada's immigration policies serve Ontario's interests. In the past fiscal year, entrepreneurial business immigrants established 549 businesses in this province, making a total investment of \$88 million and creating or maintaining more than 2,000 jobs.

The *Investment Marketing and Site Selection Section* assists compa-

nies in selecting sites in Ontario by providing information on infrastructure, regulations and industrial sites and buildings. It develops investment marketing materials for international promotion and helps develop MITT's investment marketing strategy. In the 1991-92 fiscal year, the section:

- helped attract *eight new manufacturing plants* involving a capital investment of \$48 million;
- created the *Ontario Investor Series* — eight detailed information booklets on the province's business climate;
- introduced a new *Industrial Property Listing System (IPLS)*. The IPLS assists Ontario municipal subscribers and MITT to collect, maintain and present information on Ontario industrial properties to potential Canadian and international investors.

The *Special Projects Section* encourages trade expansion and exporting. In the past fiscal year, the *Trade Expansion Fund (TEF)* provided shared-cost grants worth almost \$3 million to 279 Ontario businesses. Export-assisted sales reported by TEF participants totalled almost \$140 million. An export education program, *New Exporters to Border States (NEBS)*, conducted eight missions to U.S. border states, with more than 171 Ontario businesses in attendance.

The *Strategic Alliances Section* works with Ontario companies to form strategic international alliances. It strengthens the province's effectiveness as a global competitor through licensing arrangements, joint ventures, mergers, acquisitions and partnerships, providing a vital link between international trade and investment opportunities. In the past fiscal year, the section worked on 42 investment completions, which influenced investments worth \$71 million.

The *Trade Sectors and Policy Liaison Section* delivers export programs and services for MITT and supports the international and domestic regional offices. In the past fiscal year, it participated in 82 trade-related

activities and visited 600 Ontario companies to provide consultation and opportunities, including recruiting companies for international trade shows, missions and other active export encouragement.

MITT also delivers trade- and investment-related programs through The Americas Branch, Asia Pacific Branch, and Europe, Middle East and Africa Branch. These branches, working with MITT's domestic and international offices and other parts of the ministry, identify export opportunities, help companies to penetrate foreign markets and attract investments to Ontario. They ensure that companies receive a broad spectrum of services and information needed for their export/investment decisions.

The *Americas Branch* targets the United States and Latin America. In the past fiscal year, the branch assisted 3,839 companies. The year-end investment figure of \$152 million represented an increase of over 20 percent from the previous year and resulted in the opening of 75 plants and the creation of 1,913 jobs in Ontario. Export sales generated a small, steady increase of approximately \$447 million, up from the previous year's \$392 million.

The *Asia Pacific Branch* targets one of the fastest growing regions in the world — and an increasingly important market for Ontario. In 1991, two-way trade with Asia exceeded \$11 billion. In the past fiscal year, the branch assisted over 1,080 companies in achieving more than \$375 million in export sales. Total investment in Ontario facilitated from the region was estimated at \$31 million.

The *Europe, Middle East and Africa Branch* focuses on Western and Eastern Europe and the Middle East. In the past fiscal year, it assisted 1,056 companies to sell more than \$150 million abroad. The branch helped attract investments worth \$240 million to Ontario in the form of 66 manufacturing and service-based companies, creating 1,046 jobs.

The *Ontario International Corporation (OIC)* also helps boost Ontario exports by encouraging private sector consulting firms, capital goods manufacturers, and public ministries and agencies to participate in international capital projects and international educational service markets.

Last year, the most successful in its history, OIC assisted clients in win-

ning 36 international contracts valued at more than CDN\$488 million. The largest of these was a contract to *The Ontario Group* consortium to deliver two turnkey 550MkW gas/oil-fired electrical generation stations in Iran. The contract will result in CDN\$330 million to Ontario (out of a total contract of US\$770 million). At year-end, OIC was helping clients on 550 projects, valued at CDN\$6.7 billion, in 96 countries.

OIC continued to reach out to client companies throughout Ontario by taking part in seminars and conferences in locales such as London, Ottawa, Sudbury and Thunder Bay. As a result, the number of firms registered with OIC rose to 1,100 last year from 900 the previous year. The *International Projects Fund* helped 145 companies with their international marketing activities.

Following a Sunset Review conducted by MITT, the Management Board of Cabinet extended the OIC's mandate to December 31, 1993.

9. BUILDING INTERNATIONAL LINKS

Building stronger links with countries and jurisdictions around the world is an important part of Ontario's strategy to increase trade and attract investments.

The Trade and International Relations Division's *International Planning Secretariat* provides a corporate perspective on international activities and co-ordinates various ministries in planning international activities. It is also responsible for co-ordinating specific corporate projects. In the past fiscal year, the Secretariat's achievements included:

- an *integrated plan* for the international activities of MITT, Ontario Ministry of Agriculture and Food, Ministry of Tourism and Recreation, and Ministry of Culture and Communications;
- development of a program with New York State designed to promote *strategic alliances* among Ontario and New York firms (implementation: fall 1992);

- negotiations with the *United Nations University (UNU)* regarding a feasibility study to be conducted in 1992-93 for a possible UNU research and training centre in Ontario in the area of environmental health;
- expansion of co-operation with the *Four Motors*, including joint venturing into eastern Europe, exchange of expertise in environmental regulation, joint cultural activities, bilateral and multilateral research and technology development, student exchanges and development of multilateral post-secondary business education. These arrangements are formalized in a series of commercial technology, post-secondary, cultural and environmental agreements.

MITT's *International Relations Branch (IRB)* informs and advises the government about international events and trends that may affect Ontario's interests. It identifies and advances Ontario's ongoing interests in the context of relationships with federal government departments responsible for international affairs, foreign jurisdictions, diplomatic and consular envoys in Ottawa and Toronto, and international organizations. IRB also ensures federal-provincial co-ordination on foreign policies affecting both levels of governments.

The *Office of Protocol* works closely with the IRB and is responsible for providing protocol, logistics and hospitality support for initiatives such as visits to Ontario by foreign VIPs and travels abroad by Ontario Government officials. The office also provides the first point of contact for resident consular representatives, visiting diplomats and other foreign VIPs, and is the point of contact with the federal government on matters pertaining to visits, privileges and immunities.

10. SUSTAINING AND PROMOTING MITT ACTIVITIES

A number of MITT branches provide services to support other MITT units and ensure that the public is aware of the ministry's activities.

The *Corporate Planning and Priorities Secretariat* supports the min-

istry in the areas of policy, planning and management of corporate activities. The Secretariat co-ordinates corporate issues, including cross-program co-operation, and facilitates the development and implementation of ministry priorities. It also provides broad support for the ministry's corporate decision-making.

The *Communications Branch* provides marketing, promotional and public relations support to the ministry. The branch works closely with ministry program areas to develop communications plans for Cabinet Submissions and for major government initiatives involving Ontario's international offices and other ministries. The branch also works closely with Cabinet Office and other central agencies to co-ordinate corporate communication messages.

Communications assists the ministry in ensuring that the public is aware of MITT programs and services, and promotes Ontario as a competitive location for investment and business. Specific services for domestic and international business relations include the co-ordination of media and public relations, advertising, exhibit and display, publications and audiovisual.

The branch co-ordinates translation of materials from English to French and other languages required in the international marketplace.

In the past year, the Communications Branch:

- co-ordinated 197 *public events* involving the Minister, Deputy Minister and other officials;
- produced 101 news releases/media advisories and 77 articles. It also undertook 26 international communications projects such as: *media relations* for visits by the Prime Minister of Sweden, the President of the Ukraine, the Queen of Denmark, and the Prince and Princess of Wales. The branch also handled media and public relations for such *ministry announcements* as the International Space University bid, GE Canada and de Havilland announcements, and the cross-border shopping "summit";

- produced a variety of promotional materials used by the ministry. A highlight was the production of an *investment marketing communications package*, which consisted of the brochure “A Business Introduction to Ontario, Canada,” Ontario facts booklet, direct mail brochures and kit folders. The materials were produced in six languages. A record total of 228 creative projects were completed;
- published *Challenges*, the ministry’s flagship business magazine. The magazine has a circulation of 15,000 and informs senior business, labour and academic leaders about the issues and policies affecting Ontario business — as well as business opportunities identified by MITT’s domestic and international offices. It is also used by MITT’s international offices to promote Ontario as an attractive location for investment and trade.

The *Legal Services Branch* is involved in the legal aspects of the ministry’s recovery and restructuring programs. It helps structure and prepare documents related to equity investments, loan and guarantee transactions, and security documentation on behalf of The Development Corporations and Ontario International Corporation. It also provides advice to the ministry and other branches of the government on matters related to the Canada-U.S. Free Trade Agreement, GATT and trade law generally.

The *Finance and Administration Branch* provides accounting and financing reporting, international offices administration, and general administration services such as accommodation, purchasing and contract management, and copy, mail and courier services. During the past fiscal year, the financial management system was upgraded to improve payment time frames, and inquiry access was provided to many program areas. A new focus was developed to spearhead government environmental initiatives within the ministry.

The *Resources Secretariat* provides operational, program-evaluation and budgeting services; monitors and reports on budget performance; and deals with central agencies concerning MITT’s estimates, in-year financial

reporting and resource requests.

The *Human Resources Branch* provides the ministry with services in human resource planning, training, employment equity, employee development, staffing and labour relations. The branch developed a new *human resources information system* to strengthen the ministry's planning process, particularly with respect to employment equity.

The *Information and Technology Systems Branch* supports the ministry's computer and information technology requirements. During the past year, it completed the implementation of the ministry-wide *international electronic facility*, which links all MITT locations, and began implementing the corporate shareable *Opportunity Management System* in selected head-office, domestic and international locations. The *Information Centre* provides library services, as well as performing records management functions. In the past year, its staff responded to 5,664 requests for information.

The *French Language Services* section co-ordinates all activities related to the implementation of the *French Language Services Act, 1986*, and advises on matters related to Ontario's French-speaking community. It consults with francophone business associations to meet the needs of the community as a whole and encourage its economic development.

The *Audit Branch* provides the ministry with internal auditing services to ensure that program managers follow ministry and central agency rules and regulations and consulting services to help management effectively discharge its duties. In the past year, 29 projects were completed, including two consulting assignments. As an indication of the branch's success in taking a more pro-active approach, 99 percent of the 331 recommendations were or are being implemented.

statement OF EXPENDITURES

FOR THE FISCAL YEAR ENDING MARCH 31, 1992

MINISTRY ADMINISTRATION

Main Office	\$	1,943,765
Financial and Administrative Services		2,363,325
Human Resources		1,779,483
Communications Services		2,071,045
Analysis and Planning		708,967
Legal Services		1,110,579
Audit Services		659,923
Information Systems		3,407,668
Total Ministry Administration	\$	14,044,755

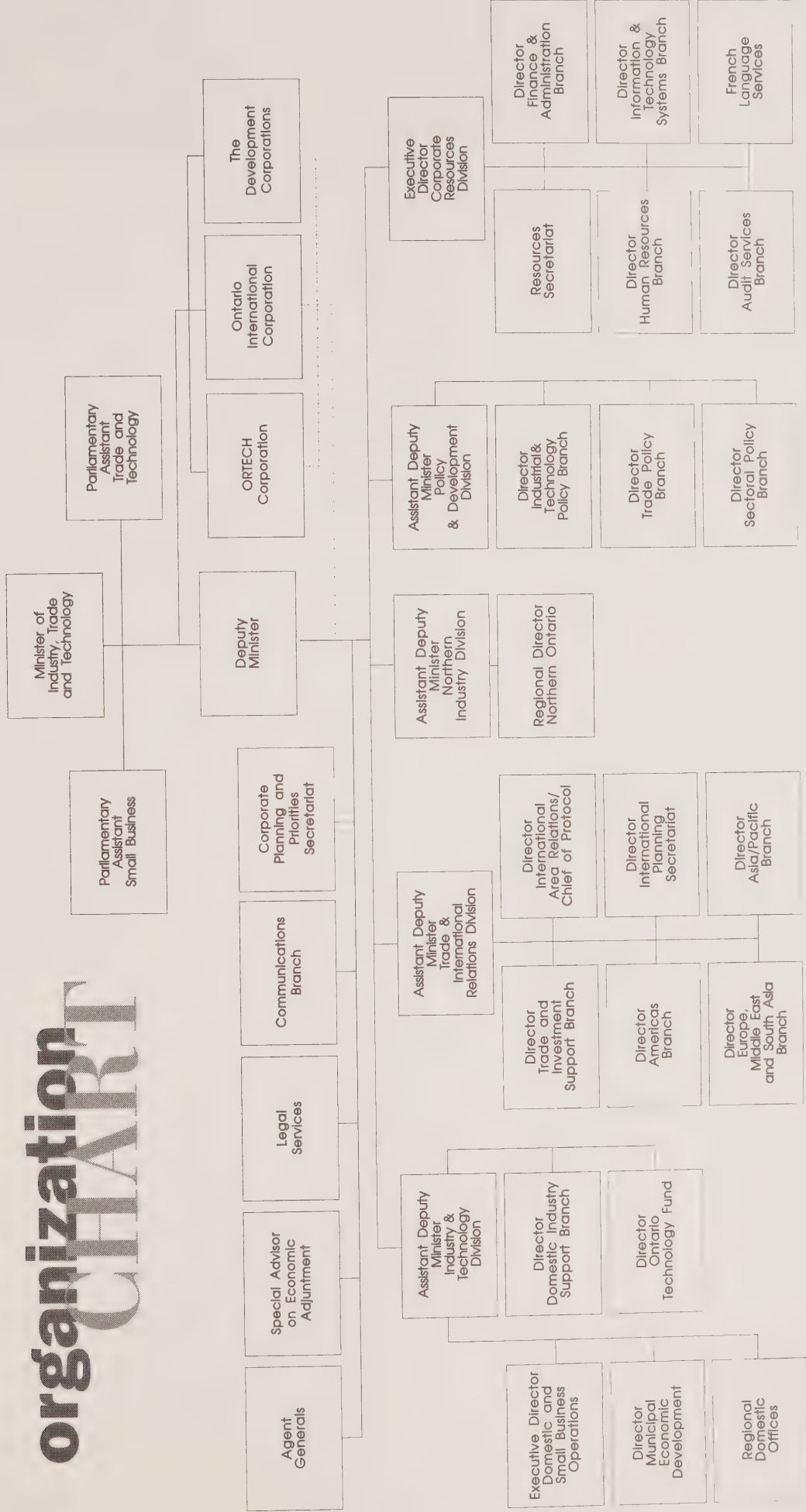
INDUSTRY AND TRADE SUPPORT PROGRAM

Policy and Development	\$	7,423,341
Trade & International Relations		38,030,825
Industry and Development		40,560,556
Ontario Aerospace Program		49,000,000
Northern Industry		1,702,027
Ontario International Corporation		4,180,437
Technology Fund		81,724,933
Industrial Development - Capital		4,373,625
Total Industry, Trade & International Relations	\$	226,995,744

ONTARIO DEVELOPMENT CORPORATIONS PROGRAM

Ontario Development Corporation	\$	85,902,941
Northern Ontario Development Corporation		18,861,434
Eastern Ontario Development Corporation		16,017,551
Innovation Ontario Corporation		16,285,830
Ontario Development Corporation - Capital		3,500,000
Total Ontario Development Corporation	\$	140,567,756
MINISTRY TOTAL	\$	381,608,255

organization CHART



REGIONAL OFFICES

CENTRAL EAST

METRO TORONTO
5 Fairview Mall Drive
Suite 480
Willowdale, Ontario
M2J 2Z1
Tel: (416) 491-7680
Toll Free: Zenith 59130
Fax: (416) 491-3650

ORILLIA

General Trust Building
73 Mississaga Street East
Box 488
2nd Floor
Orillia, Ontario
L3V 6K2
Tel: (705) 325-1363
Toll Free: Zenith 59130
Fax: (705) 325-4484

CENTRAL WEST

HAMILTON
Bank of Montreal Tower
1 James Street, North
Suite 200
Hamilton, Ontario
L8R 2K3
Tel: (416) 521-7783
Toll Free: 1-800-263-9293
Toll Free (French):
1-800-263-8570
Fax: (416) 521-7398

PEEL

4 Robert Speck Parkway
Suite 1140
Mississauga, Ontario
L4Z 1S1
Tel: (416) 279-6515
Toll Free: 1-800-668-0412
Fax: (416) 279-9160

ST. CATHARINES

Corblor Building
80 King Street
Suite 801
St. Catharines, Ontario
L2R 7G1
Tel: (416) 688-1454
Toll Free: 1-800-263-5670
Fax: (416) 688-4872

EASTERN ONTARIO

OTTAWA
Place de Ville
Tower B, Suite 870
112 Kent Street
Ottawa, Ontario
K1P 5P2
Tel: (613) 566-3703
Toll Free: 1-800-267-6592
Fax: (613) 563-0436

KINGSTON

1055 Princess Street
Suite 308
Kingston, Ontario
K7L 5T3
Tel: (613) 545-4444
Toll Free: 1-800-267-7848
Fax: (613) 545-4439

PETERBOROUGH

139 George Street North
Peterborough, Ontario
K9J 3G6
Tel: (705) 742-3459
Toll Free: 1-800-461-6429
Fax: (705) 742-3272

SOUTHWEST

LONDON
195 Dufferin Avenue
Suite 607
London, Ontario
N6A 1K7
Tel: (519) 433-8105
Toll Free: 1-800-265-4743
Fax: (519) 433-6765

WINDSOR

Ontario Government Building
250 Windsor Avenue
Room 227
Windsor, Ontario
N9A 6V9
Tel: (519) 252-3475
Toll Free: 1-800-265-1345
Fax: (519) 252-9677

SARNIA

Polysar Building
201 Front Street North
Suite 304
Sarnia, Ontario
N7T 7T9
Tel: (519) 332-5030
Toll Free: 1-800-265-1449
Fax: (519) 332-2836

KITCHENER

30 Duke Street West
Suite 906
Kitchener, Ontario
N2H 3W5
Tel: (519) 744-6391
Toll Free: 1-800-265-2428
Fax: (519) 744-6204

OWEN SOUND

1137 Second Avenue East
Owen Sound, Ontario
N4K 2J1
Tel: (519) 376-3875
Toll Free: 1-800-265-3796
Fax: (519) 376-8000

NORTH

SUDBURY
Ontario Government Building
199 Larch Street
4th Floor
Sudbury, Ontario
P3E 5P9
Tel: (705) 675-4330
Toll Free: 1-800-461-1196
Fax: (705) 675-4216

SAULT STE. MARIE

Roberta Bondar Place
70 Foster Drive
Suite 200
Sault Ste. Marie, Ontario
P6A 6V8
Tel: (705) 945-5900
Toll Free: 1-800-461-2287
Fax: (705) 945-5931

NORTH BAY

147 McIntyre Street
North Bay, Ontario
P1B 2Y5
Tel: (705) 472-9660
Toll Free: 1-800-461-1687
Fax: (705) 494-4069

THUNDER BAY

Ontario Government Building
P.O. Box 5000
435 James Street South
3rd Floor
Thunder Bay, Ontario
P7C 5G6
Tel: (807) 475-1647
Toll Free: 1-800-465-5060
Fax: (807) 475-1665

TIMMINS

273 Third Avenue
Suite 200
Timmins, Ontario
P4N 1E2
Tel: (705) 264-5393
Toll Free: 1-800-461 9848
Fax: (705) 264-5927

INTERNATIONAL OFFICES

EUROPE

FRANKFURT
Government of Ontario, Canada
Bockenheimer Landstr. 51/53
D-6000 Frankfurt/Main
Germany
Tel: 011-49-69-71-9199-0
FAX: 011-49-69-71-9199-28
Telex: 41-416176 ONTFRA

LONDON

Government of Ontario, Canada
Ontario House
21 Knightsbridge
London SW1X 7LY
England
Tel: 011-44-71-245-1222
FAX: 011-44-71-259-6661
Telex: 51-262517

MILAN

Delegation of Ontario, Canada
Piazza Della Repubblica #12
Piano 2
20124 Milan
Italy
Tel: 011-39-2-659-2255 & 659-2028
FAX: 011-39-2-659-2317

PARIS

Delegation of Ontario, Canada
Ontario House
109, rue du Faubourg Saint-Honoré
75008 Paris
France
Tel: 011-33-1-4-563-1634
FAX: 011-33-1-4-225-3839

HONG KONG/CHINA

Government of Ontario, Canada
Room 906-908
Hutchison House
10 Harcourt Road
Hong Kong
Tel: 011-852-845-3388
FAX: 011-852-845-5166

NANJING

Ontario-Jiangsu Science and
Technology Centre
Taipingmenwai, Suojincun,
Nanjing,
Jiangsu, China
Tel: 011-86-25-505993
Fax: 011-86-25-501153

NEW DELHI

Government of Ontario, Canada
17 Jor Bagh Lodi Road
New Delhi, India 110003
Tel: 011-91-11-463-1821
FAX: 011-91-11-462-5333
Telex: 031-62927

SEOUL

Government of Ontario
Representative
Canadian Embassy
Kolon Building, 10th Floor
45 Mugyo-Dong, Jung-Ku
C. P. O. Box 6299
Seoul 100-662, Korea
Tel: 011-82-2-753-2605/8
FAX: 011-82-2-753-2613
Telex: K274-25

SINGAPORE

Government of Ontario, Canada
541 Orchard Road
Liat Tower
Suite 10-03
0923-Singapore
Tel: 011-65-732-4567
FAX: 011-65-737-1622
Telex: RS-56941

TAIPEI

Trade and Investment Office
for Ontario
Ontario Chamber of Commerce
333 Keelung Road, Section 1
Suite 2102, 21/F
Taipei 10548
Taiwan
Tel: 011-886-2-757-6597
FAX: 011-886-2-757-6596

TOKYO

Government of Ontario, Canada
Ontario House
World Trade Centre Building
Suite 1219
4-1 Hamamatsu-cho 2-chome
Minato-ku
Tokyo 105, Japan
Tel: 011-81-3-3-436-4355
FAX: 011-81-3-3-436-2735
Telex: 81-3-3-72-27145

BANGKOK

Government of Ontario/Canada
9/F, Pilot Pen Building
331 Silon Road, Bangrak,
Bangkok,
Thailand 10500
Tel: 011-662-235-0579
FAX: 011-662-236-2980

UNITED STATES

ATLANTA
Government of Ontario, Canada
1100 Circle 75 Parkway
Suite 620
Atlanta, Georgia 30339
USA
Tel: (404) 956-1981
Fax: (404) 955-5699

BOSTON

Government of Ontario, Canada
Prudential Centre
800 Boylston Street
Suite 4360
Boston, Massachusetts 02199
USA
Tel: (617) 266-7172
FAX: (617) 266-0271

CHICAGO

Government of Ontario, Canada
221 North LaSalle Street
Suite 2700
Chicago, Illinois 60601
USA
Tel: (312) 782-8688
FAX: (312) 782-5381

DALLAS

Government of Ontario, Canada
14901 Quorum Drive
Suite 485
Dallas, Texas 75240
USA
Tel: (214) 386-8071
FAX: (214) 991-5159

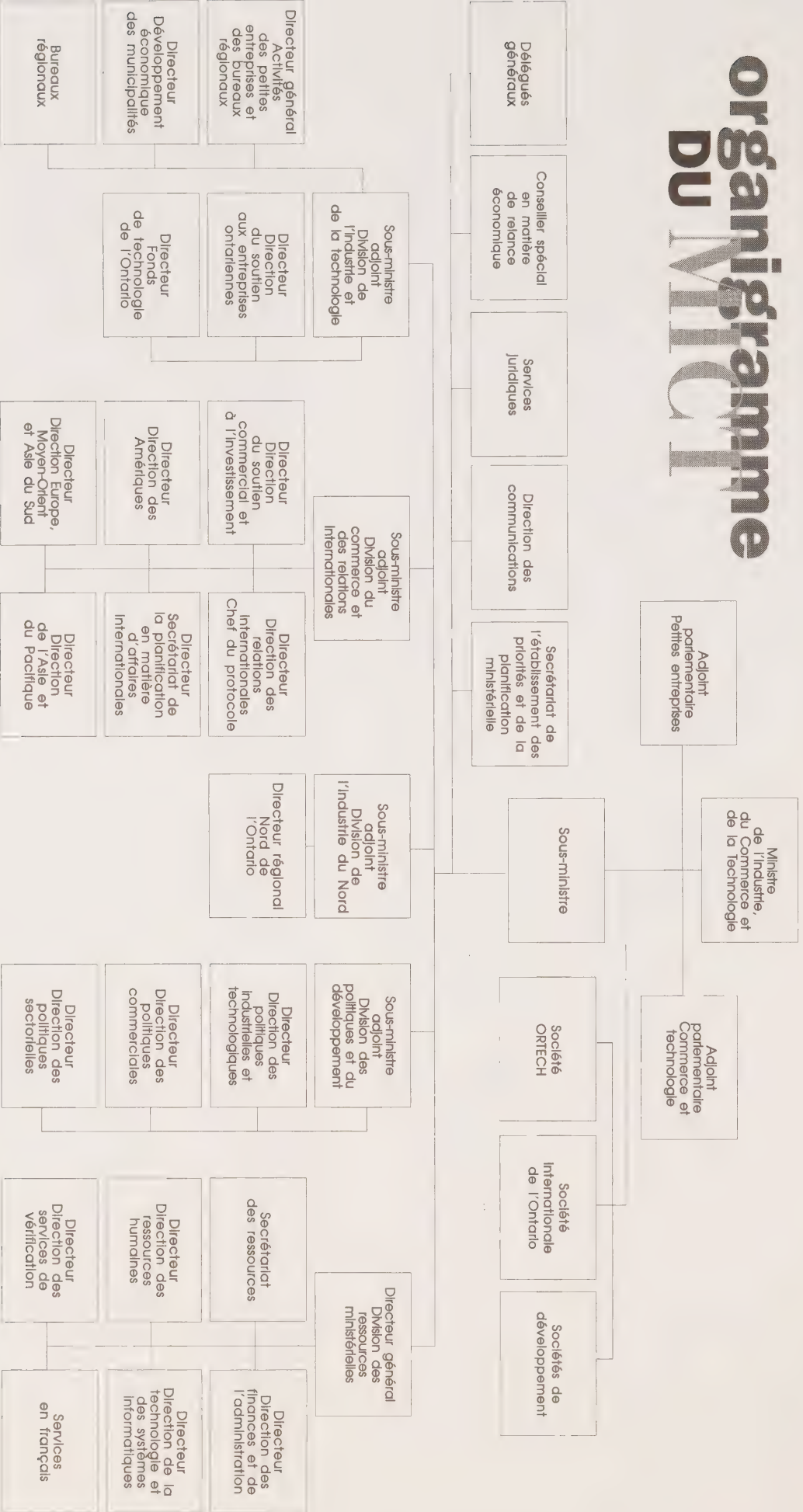
LOS ANGELES

Government of Ontario, Canada
333 South Grand Avenue
Suite 620
Los Angeles, California 90071
USA
Tel: (213) 621-2070
FAX: (213) 621-2624

NEW YORK

Government of Ontario, Canada
Ontario House
800 Third Avenue
Suite 2800
New York, N.Y. 10022
USA
Tel: (212) 308-1616
FAX: (212) 888-3186

Adjoint
parlementaire
Commerce et
technologie



état DES DÉPENSES

POUR L'EXERCICE SE TERMINANT LE 31 MARS 1992

ADMINISTRATION DU MINISTÈRE	
Bureau principal	1 943 765 \$
Services financiers et administratifs	2 363 325
Ressources humaines	1 779 483
Services de communications	2 071 045
Analyse et planification	708 967
Services juridiques	1 110 579
Services de vérification	659 923
Systèmes informatiques	3 407 668
Total - Administration du ministère	
	14 044 755 \$
PROGRAMME DE SOUTIEN À L'INDUSTRIE ET AU COMMERCE	
Politiques et développement	7 423 341 \$
Commerce et relations internationales	38 030 825
Industrie et développement	40 560 556
Programme ontarien d'aérospatiale	49 000 000
Industrie du Nord	1 702 027
Société internationale de l'Ontario	4 180 437
Fonds de technologie	81 724 933
Développement industriel - Immobilisations	4 373 625
Total - Programme de soutien à l'industrie et au commerce	
	226 995 744 \$
PROGRAMME DES SOCIÉTÉS DE DÉVELOPPEMENT DE L'ONTARIO	
Société de développement de l'Ontario	85 902 941 \$
Société de développement du Nord de l'Ontario	18 861 434
Société de développement de l'Est de l'Ontario	16 017 551
Société Innovation Ontario	16 285 830
Société de développement de l'Ontario - Immobilisations	3 500 000
Total - Programme des Sociétés de développement de l'Ontario	
	140 567 756 \$
TOTAL DU MINISTÈRE	
	381 608 255 \$

MICT, aux états financiers en cours d'année et aux demandes de ressources
La Direction des ressources humaines fournit au ministère des services de
planification des ressources humaines, de formation, d'équité d'emploi, de forma-
tion des employés, de dotation en personnel et de relations du travail. La Direction a
mis au point un nouveau système de renseignements sur les ressources humaines
pour améliorer le processus de planification du ministère, particulièrement en ce qui
concerne l'équité d'emploi.

La Direction de la technologie et des systèmes informatiques répond aux
besoins du ministère en matière d'informatique et de technologie de l'information.
Au cours du dernier exercice, elle a terminé l'installation du réseau électronique
international qui relie tous les bureaux du MICT et a commencé l'installation du
système de gestion de l'information sur les clients dans le bureau principal et cer-
tains bureaux régionaux et internationaux. Ce système peut être utilisé par dif-
férents ministères. Le Centre d'information fournit des services de bibliothèque et de
gestion des dossiers. Au cours du dernier exercice, le personnel du Centre a répondu
à 5 664 demandes de renseignements.

La section des *Services en français* coordonne toutes les activités relatives à
l'application de la Loi de 1986 sur les services en français et fournit des conseils sur les
questions touchant la communauté franco-ontarienne. Elle consulte les associations de
gens d'affaires francophones en vue de répondre aux besoins de la communauté fran-
cophone et d'encourager son développement économique.

La Direction des services de vérification offre au ministère des services de véri-
fication interne pour veiller à ce que les chefs des programmes respectent les règle-
ments établis par le ministère et les organismes centraux. Elle fournit également des
services de consultation pour aider le personnel de gestion à assumer efficacement
ses fonctions. Au cours du dernier exercice, 29 projets ont été réalisés, y compris
deux projets de consultation. De plus, il semble que la décision de la Direction
d'adopter une approche proactive ait été couronnée de succès, puisque 99 pour 100
des 331 recommandations faites par la Direction ont été ou sont mises en pratique.

■ produit un éventail de documents promotionnels utilisés par le ministère. La publication de *documents d'information sur la promotion des investissements* est l'une des principales réalisations de la Direction à ce chapitre. Parmi ces documents, on retrouve la brochure intitulée *Profil d'affaires, Ontario, Canada*, un livret documentaire sur l'Ontario, des brochures de publicité postale et des chemises de classement. La documentation a été publiée en six langues. En tout, 228 projets ont été réalisés, soit un nombre record;

■ publié *Challenges*, la revue sur le commerce du ministère. Le magazine, tiré à 15 000 exemplaires, renseigne les dirigeants des entreprises, des syndicats et du personnel enseignant sur les questions et les politiques touchant les entreprises ontariennes, ainsi que sur les possibilités d'investissement décelées par les bureaux provinciaux et internationaux du MICT. Elle permet également aux bureaux internationaux du MICT de promouvoir l'Ontario en tant qu'endroit de prédilection pour les projets commerciaux et d'investissement.

La *Direction des services juridiques* se concentre sur les aspects juridiques des projets de relance et de restructuration du ministère. Elle aide à la planification et à la rédaction des documents relatifs aux placements en actions, aux prêts et aux garanties de prêts, et des prospectus sur les valeurs mobilières pour le compte des Sociétés de développement et de la Société internationale de l'Ontario. Elle fournit également des conseils au ministère et aux autres organismes du gouvernement sur des questions relatives à l'Accord de libre-échange entre le Canada et les États-Unis, à l'Accord général sur les tarifs douaniers et le commerce et au droit commercial.

La *Direction des finances et de l'administration* fournit des services de comptabilité et d'information financière, d'administration des bureaux internationaux et d'administration générale, tels que services de locaux, d'achat et de gestion de contrats, ainsi que des services de photocopie, de distribution du courrier et de mesagerie. Au cours du dernier exercice, on a amélioré le système de gestion financière pour réduire les délais de paiement et on a fourni un service de renseignements à plusieurs secteurs du gouvernement. Une nouvelle politique vise à promouvoir au sein du ministère les initiatives gouvernementales sur l'environnement.

Le *Secrétariat des ressources* fournit des services reliés au fonctionnement, à l'évaluation des programmes et à la budgétisation, surveille le budget et en rend compte et traite avec les organismes centraux en ce qui a trait aux estimations du

nistérielles appuie le travail du ministre sur le plan de la planification des politiques et de la gestion de ses activités. Le Secrétaire assure la coordination de questions comme la participation à des programmes mettant en cause plusieurs sections du ministère et facilite l'établissement des priorités du ministère. Il aide également à la prise de décisions à l'échelle du ministère.

La Direction des communications fournit des services de publicité, de promotion et de relations publiques au ministère. La Direction oeuvre en étroite collaboration avec différents secteurs du ministère pour élaborer des programmes de communications pour les mémoires soumis au Conseil des ministres et pour d'importantes initiatives du gouvernement touchant les bureaux internationaux de l'Ontario et les autres ministères. La Direction oeuvre également en étroite collaboration avec le Conseil des ministres et d'autres organismes centraux pour coordonner les communications ministérielles.

La Direction aide le ministère à s'assurer que le public est informé des programmes et services qu'il offre et fait la promotion de l'Ontario en tant qu'endroit de prédilection pour les nouveaux projets commerciaux et d'investissement. Parmi les services offerts pour appuyer les relations commerciales provinciales et internationales, on retrouve la coordination des relations avec les médias et le public, la publicité, les services d'exposition, les publications et l'audiovisuel. La Direction coordonne la traduction des documents de l'anglais vers le français ou vers toute autre langue requise dans le marché mondial. Au cours du dernier exercice, la Direction des communications a :

- coordonné la tenue de 197 événements publics auxquels ont participé le ministre, le sous-ministre et d'autres représentants du ministère;

- produit 101 communiqués/bulletins d'information destinés aux médias, 77 articles et entrepris 26 projets de communications internationales. Ainsi, la Direction s'est chargée des relations avec les médias lors des visites du premier ministre de la Suède, du président de l'Ukraine, de la reine du Danemark et du prince et de la princesse de Galles. La Direction s'est également occupée des relations avec les médias et le public pour des communiqués ministériels portant par exemple sur GE Canada, de Havilland, le «sommet» sur le magasinage outre-frontière et la candidature de l'Ontario pour le campus permanent de l'Université internationale de l'espace;

■ la tenue de négociations avec l'Université des Nations Unies (UNU) au sujet d'une étude de faisabilité devant être menée en 1992-1993 en vue d'établir un centre de formation et de recherche de l'UNU en Ontario dans le domaine de la santé environnementale;

■ l'accroissement de la coopération avec les *Quatre moteurs* de l'Europe, y compris la formation d'entreprises conjointes en Europe de l'Est, l'échange d'expertise dans le domaine de la réglementation environnementale, la tenue d'activités culturelles conjointes, la conclusion d'accords bilatéraux et multilatéraux sur la recherche et le développement technologique, des échanges d'étudiants et la création d'un programme multilatéral en études commerciales postsecondaires. Ces arrangements font l'objet d'ententes sur la technologie commerciale, l'enseignement postsecondaire, la culture et l'environnement.

La *Direction des relations internationales (DRI)* renseigne et conseille le gouvernement sur les tendances et événements internationaux qui peuvent avoir une incidence sur les intérêts de l'Ontario. Elle détermine les intérêts actuels de l'Ontario et en fait la promotion auprès des ministères fédéraux chargés des affaires internationales, des autorités étrangères, des envoyés diplomatiques et consulaires à Ottawa et à Toronto et des organismes internationaux. La DRI assure également la coordination entre les gouvernements de l'Ontario et du Canada en ce qui a trait aux politiques étrangères qui touchent ces deux gouvernements.

Le *Bureau du protocole* oeuvre en étroite collaboration avec la DRI, et est chargé de fournir des services de protocole, d'hospitalité et de logistique, par exemple, lorsque des personnes de marque se rendent en visite en Ontario ou lorsque les représentants du gouvernement de l'Ontario se déplacent à l'étranger. Le Bureau représente également le premier point de contact pour les représentants consulaires qui résident en Ontario et les diplomates et autres visiteurs de marque. Il est également chargé de communiquer avec le gouvernement fédéral en ce qui concerne les questions relatives aux visites, aux privilèges et à l'immunité diplomatique.

10. SOUTIEN ET PROMOTION DES ACTIVITÉS DU MICT

Plusieurs directions du MICT fournissent des services pour appuyer les autres unités du MICT et veiller à ce que le public soit informé des activités du ministère.

Le *Secrétariat de l'établissement des priorités et de la planification mi-*

Au cours du dernier exercice, le meilleur de son histoire, la SIO a aidé ses clients à obtenir 36 contrats internationaux d'une valeur de plus de 488 millions de dollars en devises canadiennes. Le plus important de ces contrats a été octroyé au consortium *The Ontario Group* en vue de livrer, dès en main, deux centrales de production de l'électricité au mazout ou au gaz de 550 MKW en Iran. Le contrat rapportera 330 millions de dollars canadiens à l'Ontario (sur un contrat total de 770 millions de dollars en devises américaines). À la fin de l'exercice, la SIO aidait des clients à réaliser 550 projets d'une valeur de 6,7 milliards de dollars canadiens dans 96 pays.

La SIO a continué à recruter des clients dans tout l'Ontario en participant à des séminaires et des conférences dans des localités comme London, Ottawa, Sudbury et Thunder Bay. Par conséquent, le nombre d'entreprises enregistrées auprès de la SIO est passé à 1 100 pour le dernier exercice, comparativement à 900 pour l'exercice précédent. Le *Fonds des projets internationaux* a permis d'aider 145 entreprises à poursuivre leurs activités internationales de commercialisation.

Par suite d'un réexamen mené par le MICT, le Conseil de gestion du gouvernement a décidé de prolonger le mandat de la SIO jusqu'au 31 décembre 1993.

9. ÉTABLISSEMENT DE LIENS INTERNATIONAUX

L'établissement de liens solides avec d'autres pays et autorités territoriales du globe représente l'une des facettes importantes de la stratégie du gouvernement de l'Ontario visant à accroître le commerce et à promouvoir les investissements.

Le *Secrétariat de la planification en matière d'affaires internationales*, qui relève de la Division du commerce et des relations internationales, définit la participation des ministères aux activités internationales et coordonne ces mêmes activités auxquelles les ministères participent. Il est également chargé de coordonner des projets ministériels spécifiques. Parmi les réalisations du Secrétariat au cours du dernier exercice, on retrouve :

- un plan intégré pour la planification des activités internationales du MICT, et des ministères de l'Agriculture et de l'Alimentation, du Tourisme et des Loisirs et de la Culture et des Communications de l'Ontario;

- l'élaboration d'un programme avec l'État de New York visant à promouvoir des associations stratégiques entre les entreprises de l'Ontario et de l'État de New York (mise en application en automne 1992);

d'autres activités de promotion de l'exportation.

Le MICT offre également des programmes relatifs au commerce et à l'investissement par l'entremise de la Direction des Amériques, de la Direction de l'Asie et du Pacifique et de la Direction Europe, Moyen-Orient, Afrique. Ces directions, de concert avec les bureaux internationaux et régionaux ainsi que d'autres sections du ministère, décèlent les possibilités en matière d'exportation, aident les entreprises à pénétrer les marchés étrangers et attirent des investissements en Ontario. Elles veillent à ce que les entreprises reçoivent les services et renseignements nécessaires pour prendre des décisions en matière d'exportation ou d'investissement.

La Direction des Amériques s'occupe des États-Unis et de l'Amérique latine. Au cours du dernier exercice, la Direction a aidé 3 839 entreprises. Le total des investissements effectués au cours de l'exercice, soit 152 millions de dollars, représentait une augmentation de plus de 20 pour 100 comparativement aux résultats de l'exercice précédent. Ces investissements ont permis l'ouverture de 75 usines et la création de 1 913 emplois en Ontario. Les exportations ont légèrement augmenté, passant à environ 447 millions de dollars pour le dernier exercice, comparativement à 392 millions de dollars pour l'exercice précédent.

La Direction de l'Asie et du Pacifique s'occupe d'une région qui connaît l'une des plus fortes croissances économiques dans le monde, un marché de plus en plus important pour l'Ontario. En 1991, le commerce bilatéral avec l'Asie a rapporté plus de 11 milliards de dollars. Au cours du dernier exercice, la Direction a aidé plus de 1 080 entreprises à réaliser plus de 375 millions de dollars d'exportations. On estime que les investissements faits en Ontario en provenance de cette région se sont élevés à 31 millions de dollars.

La Direction Europe, Moyen-Orient, Afrique s'occupe de l'Europe de l'Ouest et de l'Est et du Moyen-Orient. Au cours du dernier exercice, elle a aidé 1 056 entreprises à réaliser des exportations de plus de 150 millions de dollars. La Direction a aidé à attirer des investissements de 240 millions de dollars en Ontario qui ont permis d'ouvrir 66 entreprises de fabrication et de services et de créer 1 046 emplois.

La Société internationale de l'Ontario (SIO) aide également à accroître les exportations de l'Ontario en encourageant les sociétés privées de consultants, les fabricants de biens d'équipement et les organismes et ministères du gouvernement à participer à des projets d'immobilisations internationaux et à la prestation de services internationaux d'éducation.

internationale et aide à élaborer la stratégie de promotion des investissements du MICT. Au cours de l'exercice 1991-1992, la Section :

- a aidé à attirer huit nouvelles usines de fabrication, pour un investissement total de 48 millions de dollars;
- a créé la *Ontario Investor Series*, huit livrets d'information détaillés sur le climat commercial en Ontario;

■ a créé le *Système de renseignements sur les emplacements industriels (SREI)*. Le SREI aide les municipalités abonnées et le MICT à recueillir, mettre à jour et présenter des renseignements sur les biens-fonds industriels de l'Ontario aux éventuels investisseurs canadiens et étrangers.

La *Section des projets spéciaux* encourage l'expansion commerciale et l'exportation. Au cours du dernier exercice, 279 entreprises ontariennes se sont vu accorder des subventions à frais partagés de près de 3 millions de dollars dans le cadre du *Fonds de développement du commerce extérieur (FDCE)*. Les participants au FDCE ont réalisé des exportations de près de 140 millions de dollars. Dans le cadre d'un programme d'éducation sur l'exportation, le *Programme des nouveaux exportateurs vers les états limitrophes*, on a mené huit missions dans divers états américains limitrophes, auxquelles ont participé plus de 171 entreprises de l'Ontario.

La *Section des associations stratégiques* oeuvre avec les entreprises ontariennes pour former des associations stratégiques internationales. Elle accroit la compétitivité de l'Ontario sur le marché mondial grâce à la conclusion d'ententes concernant les permis, à la formation de coentreprises et d'associations, à des fusions et à des acquisitions. Elle permet de lier le commerce international aux possibilités d'investissement. Au cours du dernier exercice, la Section a participé à la conclusion de 42 contrats d'investissements de l'ordre de 71 millions de dollars.

La *Section de la liaison concernant les politiques commerciales par secteur d'activités* offre des programmes et des services d'exportation pour le MICT et appuie les bureaux internationaux et régionaux. Au cours du dernier exercice, elle a participé à 82 activités reliées au commerce et a rendu visite à 600 entreprises ontariennes pour leur fournir des services de consultation et leur permettre de participer à des salons professionnels et des missions commerciales à l'étranger ainsi qu'à

d'investissement et d'actionariat des employés, les démarches de l'Ontario pour obtenir que soit installé dans la province le campus permanent de l'Université internationale de l'espace, ainsi que la Société Innovation Ontario et ORTECH International, dont les fonds ont été accrus;

■ examiné 60 décisions d'*Investissements Canada* touchant des sociétés ontariennes;

■ joué un rôle clé dans les négociations qui ont mené à l'investissement de la province dans la compagnie de Havilland.

La *Direction des politiques sectorielles* prend les mesures qui s'imposent à l'égard des questions politiques actuelles et prévoit les nouvelles tendances dans les domaines du développement économique et sectoriel, de la compétitivité, de l'adaptation, de l'infrastructure, de l'environnement et de la main-d'oeuvre. Au cours du dernier exercice, la Direction :

■ a remis sur pied trois *comités consultatifs ministériels*, soit les comités sur l'automobile, l'aérospatiale et la construction;

■ a élaboré une *stratégie de développement rural et régional*.

8. EXPANSION DU COMMERCE ET PROMOTION DE L'INVESTISSEMENT

L'Ontario est une société commerçante et la *Division du commerce et des relations internationales* offre une vaste gamme de services et de programmes visant à promouvoir le commerce et à attirer les investissements.

La *Section de l'immigration des gens d'affaires* conseille des particuliers sur les affaires et l'immigration, et veille à ce que les politiques d'immigration du Canada répondent aux intérêts de l'Ontario. Au cours du dernier exercice, les entrepreneurs qui ont immigré en Ontario ont établi 549 entreprises, investi 88 millions de dollars et aidé à créer ou à conserver plus de 2 000 emplois.

La *Section de la promotion des investissements et de la sélection des emplacements* aide les entreprises à choisir des emplacements en Ontario en fournissant des renseignements sur l'infrastructure, les règlements et les emplacements et édifices industriels. Elle prépare des documents de promotion des investissements à l'échelle

prendre les mesures qui s'imposent à l'égard des questions politiques actuelles et prévoir les nouvelles tendances. La *Division des politiques et du développement* fournit, au moment opportun, conseils et recommandations sur les stratégies en matière de commerce, de technologie industrielle et de politique sectorielle.

La *Direction des politiques commerciales* surveille la performance commerciale de l'Ontario; elle prend et coordonne les initiatives politiques relatives au commerce et à l'investissement. Elle coordonne également la réponse de l'Ontario en ce qui concerne les questions soulevées par les relations commerciales interprovinciales, régionales et multilatérales. Au cours de l'exercice 1991-1992, la Direction a :

- surveillé les questions découlant de la mise en application de l'*Accord de libre-échange entre le Canada et les États-Unis*, y compris les litiges sur la bière et les boissons alcoolisées, le sciage résineux, les automobiles, le tapis et l'acier, et fait des recommandations sur la façon de les aborder;

- coordonné la participation du gouvernement provincial aux négociations actuelles sur l'*Accord de libre-échange nord-américain*, ainsi qu'à la ronde des négociations sur l'*Accord général sur les tarifs douaniers et le commerce (GATT)* qui s'est tenue en Uruguay, et a également coordonné l'évaluation de ces accords;

- surveillé les faits nouveaux survenus dans les marchés importants de l'Ontario qui pourraient avoir une incidence sur les relations commerciales de la province, et a fourni des conseils à ce sujet.

La *Direction des politiques industrielles et technologiques* analyse les questions scientifiques et technologiques touchant l'économie de l'Ontario et offre des conseils, des renseignements et des programmes de soutien en ce qui concerne ces questions. Au cours du dernier exercice, la Direction a :

- élaboré le *Cadre pour la politique industrielle de l'Ontario*, qui représente un élément-clé de la politique de renouvellement économique du gouvernement;

- fourni un appui politique pour la création ou le prolongement de divers programmes et activités, tels que les Centres d'excellence, le Programme ontarien

Etats-Unis, qui a permis de dresser une liste de plus de 300 exportateurs actuels ou éventuels. On a adopté un programme visant à mieux faire connaître le MICT grâce à sa participation à des foires commerciales et événements municipaux. On a accordé plus de 5 000 consultations, qui ont donné lieu à des investissements de l'ordre de 25 millions de dollars et à la création ou au maintien de 1 300 emplois. On a également aidé 245 nouveaux exportateurs.

La Direction du développement économique des municipalités assure la prestation efficace aux clients du ministère des services et programmes du MICT visant le développement économique. Au sein du gouvernement, la Direction préconise une approche active au développement économique. Elle organise et coordonne les activités de perfectionnement professionnel avec le Economic Developers' Council of Ontario. La Direction agit actuellement comme ressource en vue de la restructuration économique et de la planification stratégique à *Renfrew, Trenton et Niagara*.

De façon directe, et indirecte en tant qu'agents des autres ministères et organismes, les Sociétés de développement de l'Ontario encouragent le développement commercial et industriel dans la province. La Société de développement de l'Ontario (SDO), la Société de développement de l'Est de l'Ontario (SDEO), la Société de développement du Nord de l'Ontario (SDNO) et la Société Innovation Ontario (SIO) administrent ensemble un portefeuille financier de un milliard de dollars en prêts, débentures, garanties de prêts et capital de risque. Voici certains faits saillants de l'exercice 1991-1992 :

- La SDO, la SDEO et la SDNO ont approuvé 596 prêts et garanties totalisant 304 millions de dollars pour des fabricants, exportateurs et exploitants touristiques.

- Le programme *Nouvelles entreprises* de la SDO a consacré 46,1 millions de dollars au lancement de 3 420 petites entreprises.

- La SIO a approuvé 70 projets d'une valeur totale de 18,4 millions de dollars, ce qui représente une augmentation de 57 pour 100 du nombre d'investissements dans les petites entreprises fondées sur la technologie.

7. RÉACTIONS AUX QUESTIONS POLITIQUES ET PRÉVISIONS DES TENDANCES

Pour fournir des services et des programmes efficaces et pertinents, le MICT doit

développement de l'Ontario stimulent également l'activité économique régionale partout dans la province.

Des entreprises manufacturières représentant des industries diverses sont fortement concentrées dans la région du centre-ouest de l'Ontario. En 1991-1992, de nombreuses entreprises ont été affectées par la récession et une force consistante étrangère, bien que certaines aient démontré une souplesse et une force considérables. De plus petites entreprises ont cherché à développer leurs capacités technologiques et ont démontré un intérêt croissant pour les exportations aux États-Unis et à l'étranger. Le personnel des bureaux régionaux du centre-ouest de l'Ontario a accordé plus de 5 000 consultations aux clients du ministère.

Les bureaux régionaux de l'est de l'Ontario ont organisé conjointement la deuxième conférence sur le développement économique régional et ont aidé à l'élaboration d'un sommaire de 27 stratégies de développement économique communautaire. Ils ont participé à la mise sur pied du *Parc technologique des sciences de la vie d'Ottawa-Carleton* et du *Groupe de travail sur les secteurs industriels*. Les bureaux régionaux ont accueilli une délégation commerciale chinoise, et une délégation ontarienne s'est rendue en Israël. Le personnel a accordé plus de 1 500 consultations, qui se sont traduites par des investissements de 38 millions de dollars et le maintien ou la création d'environ 1 045 emplois.

Dans le sud-ouest de l'Ontario, on a concentré ses efforts pour relancer l'économie en faisant la promotion de l'économie locale, en encourageant les alliances stratégiques entre les entreprises locales et étrangères et en développant et en accroissant les ventes à l'exportation. Le centre énergétique de Bruce et les *Canadian Agra Developers* témoignent de ces développements importants. Un centre d'entretien et de remise en état des avions a ouvert ses portes dans le parc industriel Huron; on en prévoit l'expansion. Le secteur de l'automobile a également connu une croissance modérée grâce à l'expansion de l'usine de Ford à Windsor et de l'usine de camions Navistar à Chatham et à l'ouverture des installations de *Freightliner of Canada* à St. Thomas. En tout, on a créé ou maintenu environ 4 500 emplois dans le sud-ouest de l'Ontario, générant ainsi des ventes de 911 millions de dollars.

Les bureaux régionaux du centre-est de l'Ontario ont collaboré étroitement avec les municipalités et les gens d'affaires en région en vue d'attirer des investissements et d'aider les exportateurs à accroître leurs activités et leurs capacités techniques. Ils ont organisé un séminaire expliquant comment faire affaire aux

■ La Section du développement des petites entreprises a travaillé avec les collectivités frontalières directement touchées par le *magasinage aux États-Unis* pour concevoir et mettre en application un programme visant à s'attaquer à ce problème. Des groupes d'action locaux ont été mis sur pied dans neuf communautés frontalières, et on a offert aux consommateurs et aux commerçants des prêts à la consommation à faible taux d'intérêt, des services de promotion du commerce de détail local, de la formation aux services à la clientèle et l'amélioration des pratiques de commercialisation.

■ On a ravi le comité des adjoints parlementaires sur les petites entreprises et élargi son mandat. Le projet *Plein cap* a donné suite à l'une de ses principales recommandations visant à réduire la paperasse.

■ Le programme *Capital de démarrage pour les jeunes entrepreneurs* a aidé 764 entreprises estivales et 544 entreprises sur pied toute l'année qui sont exploitées par des jeunes sortis depuis peu de l'école. Ces entreprises ont créé environ 5 700 emplois à plein temps et à temps partiel, surtout pour les jeunes.

■ Le programme *Visions* qui a pour but d'inculquer l'esprit d'entreprise aux élèves de la 7^e et de la 8^e années a été adopté par 51 des 76 conseils scolaires de l'Ontario, et la conférence *Visions and Ventures* a réuni 180 enseignants et administrateurs scolaires en mars 1992.

■ Le *Programme de dotation en personnel technique* a subventionné les salaires versés par 288 petites entreprises oeuvrant dans les secteurs de la fabrication et des services afin qu'elles puissent embaucher du personnel technique et scientifique dans le but de mettre au point de nouveaux produits et services. Ces entreprises devraient investir en Ontario quelque 76 millions de dollars en biens d'équipement et en recherche-développement, soit 18 \$ pour chaque dollar versé par le MICT.

6. SERVICES RÉGIONAUX POUR LA CROISSANCE RÉGIONALE

Dans le but de fournir des services adaptés aux besoins locaux et de stimuler la croissance dans les régions, le MICT administre un réseau de bureaux régionaux et la Direction du développement économique des municipalités. Les quatre Sociétés de

Le secteur privé a compté pour plus de 70 pour 100 des recettes de 28 millions de dollars qu'ORTECH, le principal fournisseur indépendant de services de R-D industrielle au Canada, a tirées en 1991. Pour la douzième année consécutive, ORTECH a répondu aux besoins de plus de 2 000 clients industriels. Parmi les activités de l'organisme, mentionnons les suivantes :

- Des contrats de licence ont été conclus avec les sociétés Devtek de Markham et Stewart and Stevenson Services de Houston (Texas), respectivement, pour les droits mondiaux de fabrication et commercialisation du système d'injection de combustible gazeux mis au point par ORTECH pour la gestion du carburant des véhicules au gaz naturel ou au propane.

- Une jeune entreprise a reçu de l'aide pour l'élaboration d'un procédé brevetable de recyclage de la fibre de verre.

- La Bourse ontarienne des déchets, administrée par ORTECH, a traité plus de 8 500 demandes de renseignements. Elle a aidé les industries à gérer leurs déchets de façon plus productive en organisant le transfert de plus de 70 000 tonnes de déchets à des entreprises pour un usage productif.

5. PROMOTION DES PETITES ENTREPRISES

Au sein du MICT, *Petites entreprises Ontario* offre des programmes et services visant à susciter l'esprit d'entreprise et à soutenir la croissance et la prospérité des petites entreprises ontariennes. Au cours de l'exercice 1991-1992, les services offerts ont atteint des niveaux records :

- Près de 100 000 propriétaires de petites entreprises éventuelles ou nouvelles ont assisté à des séminaires sur le lancement d'une entreprise et ont acheté des publications sur les affaires.

- Environ 10 000 chefs d'entreprise ont reçu des conseils à l'un des 27 bureaux d'aide aux nouvelles entreprises, cogérés avec les municipalités.

- Plus de 130 000 clients ont eu recours à la ligne téléphonique *Renseignements Demeurage des petites entreprises*.

reçu des subventions totalisant 900 000 \$ dans le but de promouvoir la formation de l'esprit d'entreprise et d'encourager la recherche sur ce sujet.

■ La relation de travail entre l'Ontario et les «*Quatre moteurs*» (quatre des régions les plus industrialisées de l'Europe de l'Ouest : le Bade-Wurtemberg en Allemagne, le Rhône-Alpes en France, la Lombardie en Italie et la Catalogne en Espagne) a été élargie grâce à une subvention de 1,5 million de dollars en appui à huit projets coopératifs de R-D. On y a également consacré 2,6 millions de dollars sur une période de 3 ans afin d'appuyer les recherches en collaboration sur les techniques de télécommunications multi-médias (téléprésence).

■ Les entreprises établies en Ontario qui participent à la mise au point de RADARSAT, un projet de télédétection par satellite, ont reçu un appui de 5 millions de dollars.

■ Dans de cadre du *Programme de recherche sur l'adaptation aux changements technologiques*, on a fourni 845 500 \$ pour les projets visant la compréhension de l'impact des technologies sur le milieu de travail. Le Programme, qui en est à sa deuxième année et est administré par la Fédération du travail de l'Ontario, témoigne de l'engagement du gouvernement d'aider la main-d'œuvre touchée par les changements technologiques.

En juillet 1992, on avait alloué la totalité du montant de un milliard de dollars initialement prévu dans le cadre du Fonds. À la suite de critiques très positives d'organismes indépendants, le mandat du Fonds a été élargi de façon à comprendre le soutien des six éléments fondamentaux de la compétitivité présentés dans le document *Un cadre pour la politique industrielle de l'Ontario*. On a changé le nom du Fonds, qui est devenu *Technologie Ontario*, et on lui a accordé un financement additionnel de 81 millions de dollars par an.

ORTECH International, un organisme sans but lucratif, joue un rôle important dans la promotion de l'infrastructure technologique de l'Ontario. *ORTECH* aide les entreprises à mieux réussir en appliquant efficacement la technologie. Il fournit aux entreprises des services d'élaboration et d'amélioration des produits et procédés, des conseils techniques et des services d'analyse, de mise à l'essai et d'évaluation.

4. STIMULATION DES INNOVATIONS

Le bien-être économique futur de l'Ontario reposera surtout sur notre capacité de créer, d'utiliser et de commercialiser de nouveaux procédés et technologies. La recherche-développement (R-D) et la diffusion technologique joueront un rôle de premier plan dans ces démarches.

Le Fonds de technologie de l'Ontario représente un engagement de un milliard de dollars, réparti sur 10 ans, au titre de la R-D. Il soutient neuf programmes faisant la promotion de l'utilisation de la science et de la technologie pour rendre les entreprises ontariennes plus concurrentielles. Les débours totaux du Fonds ont été de 81,7 millions de dollars en 1991-1992. Parmi les activités du dernier exercice, mentionnons :

- *La Superdeduction pour la recherche-développement*, principale dépense du Fonds, a permis aux entreprises de bénéficier de remises d'environ 50 millions de dollars pour encourager les dépenses en matière de R-D.

- Les sept *Centres d'excellence* ont fait l'objet de critiques élogieuses après l'examen indépendant de leur gestion, qui a duré 30 mois. Le financement des centres a été de 40,8 millions de dollars, et on a prolongé de cinq ans la durée du financement représentant 216 millions de dollars canadiens.

- *Le Programme de recherche industrielle* comprend deux nouveaux projets, ce qui porte son engagement à 26 projets coopératifs de recherche. Le financement du Programme a été de 21,3 millions de dollars.

- *Le Programme d'encouragement à la recherche dans les universités, administré par le ministère des Collèges et Universités, a été doté d'un budget de 6,7 millions de dollars pour financer sa part des recherches parrainées par les industries et effectuées dans les universités ontariennes.*

- Dans le cadre du *Programme de dotation en personnel technique*, on a approuvé 288 demandes d'aide technique de la part de fabricants ontariens. Le financement de ce programme a été de 4,6 millions de dollars.

- Les six *Centres d'entrepreneuriat* établis dans les collèges et universités ont

les activités des entreprises ontariennes de produits du bois.

- Un *protocole d'entente* avec l'industrie des matières plastiques.

3. CONSOLIDATION ET DIVERSIFICATION DE L'ÉCONOMIE DU NORD DE L'ONTARIO

L'économie du nord de l'Ontario a été durement touchée par différentes forces, notamment la diminution de la demande en matière de ressources naturelles et la concurrence mondiale accrue.

La *Division de l'industrie du Nord* encourage la croissance et la compétitivité des entreprises privées du nord de l'Ontario en aidant au développement de l'esprit d'entreprise et à la croissance des petites entreprises; en encourageant le développement industriel et en consolidant la compétitivité des industries à l'échelle internationale. Les activités de la Division sont concentrées autour des investissements, du commerce, des nouvelles technologies, du démarrage de petites entreprises et du développement économique communautaire.

Les conseillères et conseillers commerciaux des cinq bureaux régionaux, situés à Thunder Bay, Sault Ste. Marie, Sudbury, Timmins et North Bay, ont pour mandat de promouvoir le développement économique et commercial. Les bureaux régionaux participent à presque tous les programmes et politiques du MICT, agissent comme guichet du ministère dans le Nord et servent de point de contact pour les industries, entreprises, municipalités et associations oeuvrant pour le développement économique.

Au cours de l'exercice, la Division de l'industrie du Nord :

- a aidé à attirer 81 nouvelles usines et des investissements de l'ordre de 168 millions de dollars, qui ont maintenu ou créé plus de 1 900 emplois;
- a obtenu des engagements concernant 93 projets futurs, d'une valeur de 361 millions de dollars.

Le *Réseau des petites entreprises du Nord de l'Ontario*, appuyé par Petites entreprises Ontario, administre six bureaux d'aide aux nouvelles entreprises dans les grands centres et 42 kiosques d'information dans les petites communautés du Nord. Au cours de l'an dernier, le Réseau a tenu 55 séminaires, conseillé 1 730 gens d'affaires et traité 6 647 demandes de renseignements.

■ Elle a participé à l'élaboration d'émissions de télévision éducatives visant à sensibiliser la population aux questions scientifiques, et a travaillé avec des représentants de l'industrie et d'autres parties intéressées à mieux faire connaître l'importance de la science et la technologie.

■ Elle a fait la promotion de l'importance du design comme facteur concurrentiel pour les entreprises ontariennes en collaborant avec des organismes tels que le Group for Design in Business et le Design Exchange. Parmi les projets importants de la Direction, mentionnons l'exposition Canada: Designs for Business, lancée à Tokyo; le Projet d'évaluation de la technologie du design auquel ont pris part huit entreprises de différents secteurs industriels utilisant la visualisation informatique pour présenter les avantages de la haute technologie dans le domaine du design, et le parrainage du prix *Best in Show* lors de la remise des premiers prix annuels *Design Effectiveness*.

■ Dans le cadre du *Programme de relance du secteur manufacturier*, elle a aidé les sociétés ontariennes à se restructurer et à réorganiser leurs activités.

■ De concert avec d'autres ministères, elle a participé à l'élaboration de la *Loi de 1992 sur les corporations à capital de risque de travailleurs*. Elle a également mis sur pied le *Programme ontarien d'investissement et d'actionnariat des employés* qui vise à faciliter la participation des employés et à remplir le mandat du ministère qui lui est conféré par la Loi.

Le conseiller spécial en matière de relance économique, qui relève directement du sous-ministre, élabore également des stratégies et des plans d'action visant à aider les entreprises ontariennes à se restructurer et à accroître leur compétitivité. En 1991-1992, le conseiller spécial a mené des études importantes sur deux secteurs de l'économie ontarienne faisant face à de graves problèmes cycliques et structurels : l'industrie des produits forestiers (produits du bois, pâtes et papiers) et la grappe industrielle pétrolière (raffineries, produits pétrochimiques et matières plastiques). Après de longues discussions avec les parties intéressées, on a adopté diverses initiatives, notamment :

■ Le projet de *marché-test européen*, visant à trouver des moyens de diversifier

2. SOUTIEN AUX INDUSTRIES ONTARIENNES

En plus des conséquences à court terme de la récession, l'économie ontarienne subit également des transformations profondes entraînées par la mondialisation des marchés, la réorganisation du travail et l'évolution rapide des technologies.

La Direction du soutien aux entreprises ontariennes du MITC collabore avec les industries ontariennes, leurs intervenants et leurs représentants dans le but de réagir à ces transformations et de stimuler la compétitivité des principaux secteurs manufacturiers et de services. Au cours de l'exercice :

- La Direction a appuyé et coordonné la participation du gouvernement à des investissements industriels stratégiques. Le Conseil des ministres a approuvé 10 projets qui entraîneront au total des retombées de plus de 3 milliards de dollars en investissements et maintiendront ou créeront plus de 18 000 emplois.
- Elle a signé avec l'industrie des matières plastiques un protocole d'entente sur le perfectionnement professionnel, les innovations et la technologie, la protection environnementale et d'autres facteurs ayant un effet sur la croissance et la compétitivité de cet important secteur.

- Elle a établi, en collaboration avec la Chambre de commerce de la province de l'Ontario, un programme de reconnaissance des entreprises ontariennes qui s'engagent à assurer la qualité de l'ensemble de leurs activités.

- Elle a travaillé avec l'industrie dans le but de représenter l'Ontario dans les foires commerciales canadiennes, notamment le congrès *astronautique* à Montréal et la conférence de la *Water Pollution Control Federation* à Toronto.

- Elle a produit avec le ministère du Développement du Nord et des Mines un répertoire de plus de 275 fournisseurs ontariens à l'industrie minière.

- Elle a publié *Le marché* et l'a envoyé à plus de 10 000 entreprises ontariennes. Cette publication offre une tribune pour l'échange de concessions de licences, présente diverses occasions aux gens d'affaires et fournisseurs, et aide à reconnaître la demande et les capacités de production des usines.

SERVICES PROGRAMMES ET ACTIVITÉS DU MICT (POINTS SAILLANTS DE 1991-1992)

Le MICT prend diverses initiatives dans des domaines tels que l'élaboration de politiques et de programmes, la création d'entreprises, le soutien aux investissements, la mise au point et la diffusion de technologies et la représentation commerciale et internationale. Voici les points saillants de l'exercice :

1. LUTTE CONTRE LA RÉCESSION

La récession qui a commencé à se faire sentir en 1990 s'est poursuivie pendant l'exercice 1991-1992. À cause de la gravité du ralentissement économique, le MICT a cherché avant tout à atténuer les effets de la récession pour le secteur manufacturier de l'Ontario, qui a été durement touché, et à protéger les emplois. Parmi les réalisations du ministère, mentionnons :

■ La création du *Programme de relance du secteur manufacturier*, doté de 57 millions de dollars sur trois ans. Le Programme aide les PME essentielles ment saines sur le plan financier à vaincre la récession. Il aide les entreprises à élaborer des plans de relance et à embaucher du personnel de gestion et de commercialisation, et leur fournit une aide financière à court terme. Les entreprises visées par le Programme comptent en tout environ 25 000 employés.

■ La coacquisition de *de Havilland* par le gouvernement ontarien (propriétaire de 49 pour 100 des actions) et Bombardier (propriétaire de 51 pour 100 des actions). En plus de protéger des emplois, cette entente renforce la compétitivité de l'Ontario dans l'industrie stratégique de l'aérospatiale.

■ La négociation d'une entente sur la restructuration d'*Algoma Steel*, qui continuera de procurer des emplois et des revenus aux gens de Sault Ste. Marie grâce à la revitalisation de l'entreprise, qui appartient à ses employés.

■ Une entente concernant le transfert de propriété et la modernisation de la papeterie *Spruce Falls* à Kapuskasing.

CHANGEMENTS ET PRIORITÉS mieux définies

Le ministère de l'Industrie, du Commerce et de la Technologie (MICT) est le principal organisme du gouvernement de l'Ontario pour la promotion d'une économie productive, novatrice et concurrentielle à l'échelle mondiale.

Les activités du MICT sont axées sur les besoins de ses clients. Le MICT administre un réseau de bureaux régionaux et internationaux qui offrent une vaste gamme de services et de programmes aux collectivités, entreprises, industries, syndicats, associations sectorielles, établissements d'enseignement et particuliers.

Le MICT doit continuellement réorganiser et réorienter ses activités pour s'adapter aux transformations rapides. Ses priorités actuelles sont notamment :

1. de collaborer avec les entreprises, syndicats et autres organismes à la mise en oeuvre d'une **politique industrielle** visant à consolider l'économie;
2. de stimuler la compétitivité de l'Ontario en appuyant une coopération accrue au **niveau sectoriel** en vue de promouvoir les activités gagnantes;
3. d'attirer de **nouveaux investissements des entreprises privées** ontariennes et étrangères tout en conservant les investissements actuels;
4. d'aider les entreprises ontariennes à accroître leur productivité grâce à l'**élaboration** et l'**utilisation** de **nouvelles technologies**;
5. de **réduire la paperasse gouvernementale** pour les entreprises, surtout les petites, tout en réalisant les objectifs et en assurant l'efficacité de la réglementation;
6. d'accroître les **échanges commerciaux internationaux** de l'Ontario en aidant les entreprises et les secteurs à exporter leurs produits et services;
7. de conclure des **ententes économiques et relatives à la gestion** à plus grande portée **avec les compétences étrangères**;
8. de promouvoir et d'encourager le **développement et la diversification économique des régions et des collectivités ontariennes**;
9. de soutenir la formation et la viabilité des **petites entreprises**;
10. de créer un **climat commercial favorable** en assurant que le gouvernement tienne compte, dans ses politiques, des intérêts et du point de vue des milieux d'affaires;
11. de s'assurer que les programmes et services du MICT utilisent les **fonds publics** de la façon la plus efficace possible.



mentation. Un nouveau projet, dénommé *Plein cap sur le succès des entreprises*, a été lancé dans le but de réduire le fardeau administratif des petites entreprises et de mettre en place un guichet unique à l'intention des personnes qui lancent leur entreprise. Alors que nous mettons sur pied les initiatives visant le renouveau économique, le ministère continue de chercher des moyens de rassembler les parties intéressées par l'économie ontarienne. Veuillez agréer, Monsieur le Ministre, l'assurance de ma haute considération.

Le sous-ministre,



Peter Barnes

COLLABORER EN VUE DE l'établissement de PARTENARIATS

MESSAGE DE PETER BARNES

Monsieur le Ministre,

J'ai le plaisir de vous présenter le rapport annuel du ministère pour 1991-1992. Dans le cadre de ses activités, le ministère a continué d'élargir ses liens avec des partenaires stratégiques dans l'économie ontarienne.

Par exemple, la collaboration du personnel du ministère avec les dirigeants d'Algom Steel, leurs employés, leurs créanciers, le gouvernement fédéral et d'autres ministères a permis d'en arriver à un règlement novateur et pratique et à une entente historique.

Le ministère a également coopéré avec les collectivités frontalières de l'Ontario, qui ont été durement frappées par les achats effectués aux États-Unis et la baisse des ventes de détail. À l'été 1991, des discussions avec les parties intéressées ont permis d'adopter certaines initiatives communes telles que la formation à l'excellence en matière de services.

Nous avons tenu compte de nos partenaires dans nos activités, non seulement lorsque nous avons fait face aux obstacles, mais aussi dans notre planification de la croissance à long terme. Au cours de l'année, les comités consultatifs ministériels ont été actifs auprès des industries de l'automobile, de l'aérospatiale et de la construction. On a également subventionné les activités de l'Institut de recherche et de développement industriel dans le domaine de l'outillage.

Le nouveau Fonds de partenariat sectoriel aidera à mettre en oeuvre la politique industrielle en encourageant les compagnies des secteurs industriels à établir des entreprises axées sur la coopération. Il appuiera des activités de coopération comme le développement de la capacité technologique sectorielle; la promotion et la commercialisation des secteurs; le partage des connaissances du secteur et la création de programmes de recyclage et d'une infrastructure spécialisées.

La réciprocité est une partie intégrante de la collaboration. Ainsi, le ministère a été attentif aux conseils du milieu des affaires à propos de la mise à jour de sa réglementation.



Le premier cadre pour la politique industrielle de l'Ontario permettra au gouvernement d'établir ses priorités en matière de développement économique, et l'aidera à tisser des liens plus étroits avec les entreprises, les syndicats et les collectivités.

Pendant l'année, le ministère a collaboré étroitement avec divers secteurs industriels stratégiques. On a signé un protocole d'entente avec les représentants de l'industrie des matières plastiques et créé le Fonds de partenariat sectoriel, qui fournira des crédits de l'ordre de 150 millions de dollars sur trois ans.

Le Fonds de technologie a encore joué un rôle essentiel sur le plan de l'encouragement à la recherche-développement en Ontario. On a alloué la totalité du montant de un milliard de dollars initialement prévu dans le cadre du Fonds, et j'ai annoncé en juillet l'allocation de 81 millions de dollars additionnels par an. En outre, on a élargi le mandat du Fonds, qui s'appelle désormais Technologie Ontario. Le financement des Centres d'excellence a aussi été prolongé pour une période de cinq ans, et on a apporté un appui important aux démarches visant à faire de Toronto le siège permanent de l'Université internationale de l'espace.

Étant donné l'importance du commerce et des investissements pour la croissance et la prospérité de l'Ontario, on a créé un nouveau programme visant à promouvoir les alliances stratégiques auprès des entreprises ontariennes et de l'État de New York. On a conclu de nouveaux accords commerciaux et de nouvelles ententes économiques avec les «Quatre moteurs», les quatre régions les plus industrialisées de l'Europe de l'Ouest.

Au cours de l'année qui vient, l'Ontario devrait commencer à sortir de la récession. Cela ne se fera peut-être pas aussi rapidement ni facilement que nous le souhaiterions, mais j'ai confiance que, si nous travaillons ensemble, nous créerons en Ontario une économie novatrice, productive et concurrentielle à l'échelle mondiale.

Le ministre de l'Industrie, du Commerce
et de la Technologie,



Ed Philip

LUTTER CONTRE la récession et préparer la CROISSANCE

MESSAGE DE L'HONORABLE ED PHILIP

A Son Honneur

le lieutenant-gouverneur de l'Ontario

Votre Honneur,

J'ai le plaisir de vous présenter le rapport annuel du ministère de l'Industrie, du Commerce et de la Technologie pour 1991-1992.

Cet exercice a été difficile pour les collectivités, les entreprises, les industries et les travailleurs et travailleuses de l'Ontario.

Un certain nombre de facteurs négatifs comme la TPS, l'Accord de libre-échange, la valeur élevée du dollar et les forts taux d'intérêt ont à nouveau entraîné des pertes d'emplois, des fermetures d'usines et des faillites personnelles et d'entreprises. Ils ont aussi nu aux entreprises qui ont tenté de procéder à leur restructuration et de se préparer à faire face à la concurrence mondiale.

Confronté au pire ralentissement économique depuis la Crise de 1929, le ministère a avant tout cherché à maintenir les emplois et à atténuer les conséquences de la récession. De concert avec les collectivités, les employeurs, les travailleurs et les nouveaux investisseurs, nous avons protégé des milliers d'emplois et avons permis la conclusion d'ententes de transfert de propriété dans les cas de de Havilland, d'Algoma Steel à Sault Ste. Marie et de la papeterie Spruce Falls à Kapuskasing.

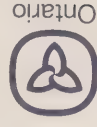
Le Programme de relance du secteur manufacturier a aidé les petites et moyennes entreprises essentiellement saines sur le plan financier à surmonter des problèmes temporaires.

Le ministère a continué à préparer le terrain pour la relance et le renouveau économique tout en luttant contre la récession. À la fin de juillet, j'ai rendu public *Un cadre pour la politique industrielle de l'Ontario*, document que jette les bases d'une collaboration entre le gouvernement, les syndicats, les entreprises et les collectivités en vue de créer ensemble, pour l'avenir, une économie à forte valeur ajoutée.



table des MATIÈRES

2	LUTTER CONTRE LA RÉCESSION ET PRÉPARER LA CROISSANCE
	Messager de l'honorable Ed Philip,
	ministre de l'Industrie, du Commerce et de la Technologie
4	COLLABORER EN VUE DE L'ÉTABLISSEMENT DE PARTENARIATS
	Messager de Peter Barnes,
	sous-ministre
6	CHANGEMENTS ET PRIORITÉS MIEUX DÉFINIES
7	SERVICES, PROGRAMMES ET ACTIVITÉS DU MICT (POINTS SAILLANTS DE 1991-1992)
	1. Lutte contre la récession
	2. Soutien aux industries ontariennes
	3. Consolidation et diversification de l'économie du nord de l'Ontario
	4. Stimulation des innovations
	5. Promotion des petites entreprises
	6. Services régionaux pour la croissance régionale
	7. Réactions aux questions politiques et prévisions des tendances
	8. Expansion du commerce et promotion de l'investissement
	9. Etablissement de liens internationaux
	10. Soutien et promotion des activités du MICT
26	ÉTAT DES DÉPENSES
27	ORGANIGRAMME DU MICT
28	BUREAUX RÉGIONAUX ET INTERNATIONAUX DU MICT



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